

## **Effective Strategic Marketing Plan for Viet'S Corner Oy**

Linh Thuy Tran

Thanh Thuy Xuan Nguyen

Vu Hoang Ly

Bachelor's Thesis

DP in International Business

2013



Degree programme

<p><b>Author or authors</b> Linh Thuy Tran Thanh Thuy Xuan Nguyen Vu Hoang Ly</p>	<p><b>Group or year of entry</b> 2010</p>
<p><b>Title of report</b> Effective Strategic Marketing Plan for Viet'S Corner Oy</p>	<p><b>Number of pages and appendices</b> 101+23</p>
<p><b>Teacher/s or supervisor/s</b> Marika Alhonen Sirpa Lassila</p> <p>Viet'S Corner Oy is a catering company established in November 2011. After one year struggling in the market as a new entrant, Viet'S Corner recognized that the company would not survive in the harsh market if the owners did not have enough customers. Moreover, the shortage of market knowledge, the lack of experience and the limitation of networking prevent Viet'S Corner from figuring out its potential customers as well as efficient communication channels to establish and maintain good relationship with the customers.</p> <p>With this thesis, which is a product-based study, Viet'S Corner Oy aims to develop a strategic marketing plan. Therefore, we can discover who the company's customers are and what they expect from us. Besides, a suitable marketing channel will be analysed.</p> <p>The analytical approach consists of certain frameworks which are Business Model Canvas, Customer Discovery, and Benchmarking. Moreover, channels to reach customers would be discussed as well. The study offers not only theoretical part but also applied knowledge.</p> <p>The research was carried out with the combination of Qualitative and Quantitative Methods. Semi-structured interviews was used in qualitative research while a questionnaire was sent to more than 150 people as part of quantitative research.</p> <p>Finally, the findings showed that there were three main groups of potential customers: private customers with high income over 2,800 euros, retirees, and companies operating in Vietnam or intending to expand their business to Vietnamese market. In order to reach those potential customers, a community about Vietnamese culture and cuisine would be established so that Viet'S Corner could interact with its current and potential customers. As regards the community, Facebook community page would be utilized as a Social media channel as well as different offline meetings would be held.</p>	
<p><b>Keywords</b> Strategic marketing, Customer Development, Business Model Canvas, Benchmarking, Marketing Communication, Facebook Community</p>	

## Table of contents

1	Introduction.....	1
1.1	Background of the project .....	1
1.2	Project problem.....	3
1.3	Aims and objectives of the project .....	3
1.4	Justification for the project .....	4
1.5	Project methodology.....	5
1.6	Outline of the thesis.....	6
2	Literature review.....	8
2.1	Customer Development – Customer Discovery .....	8
2.1.1	Customer Discovery .....	11
2.1.2	How Viet’S Corner employ Customer Discovery process?.....	13
2.2	Business Model Canvas as a scorecard for Customer Development process...	15
2.2.1	Business Model Canvas .....	15
2.2.2	Hypotheses of Viet’S Corner on Business Model Canvas .....	18
2.3	Competitive benchmarking.....	22
2.4	Viet’S Corner benchmarking process .....	24
2.4.1	SWOT analysis.....	26
2.4.2	Planning.....	26
2.4.3	Data collection & analysis .....	27
2.4.4	Viet’S Corner learns from the competitors.....	30
2.5	Summary.....	32
3	Qualitative research.....	34
3.1	How qualitative research was applied?.....	34
3.2	List of grounded questions for the interview .....	35
3.3	Interview analysis .....	36
3.3.1	Private customer.....	36
3.3.2	Organization.....	39
3.4	Reliability and validity.....	42
3.5	Summary of the analysis .....	42
4	Quantitative research.....	45

4.1	How quantitative research was applied? .....	45
4.2	Population and sampling.....	46
4.3	Measurement of variables .....	47
4.4	Data analysis.....	49
4.4.1	Classification information .....	49
4.4.2	Respondents' profile and their insight into catering service.....	54
4.4.3	Respondents' attitude towards Vietnamese cuisine and culture .....	60
4.5	Reliability and validity .....	65
4.5.1	Reliability .....	65
4.5.2	Validity .....	68
4.6	Summary of the analysis .....	66
5	Discussion on marketing communication .....	68
6	Implementation for Facebook Community .....	81
6.1	Facebook page for Vietnamese Culture and Cuisine Community .....	81
6.2	Strategies to enhance Facebook Community's popularity.....	82
6.3	From facts to problems.....	84
6.4	Facebook Competition as a solution .....	84
7	Conclusion .....	88
7.1	Discussion on project questions .....	88
7.2	Implication for planning.....	90
7.3	Recommendation for Viet'S Corner.....	93
	Bibliography.....	97
	Appendices.....	102
	Appendix 1. Questionnaire.....	102
	Appendix 2. Business Model Canvas of Viet'S Corner .....	107
	Appendix 3. Leaflet Finnish and English version for Restaurant Day 17.11.2012. ....	108
	Appendix 4. Leaflet for competition on Facebook.....	109
	Appendix 5. List of interviewees for qualitative research.....	110
	Appendix 6: Facebook competition's quiz .....	116
	Appendix 7: Type of the question and type of information in the questionnaire... ..	119
	Appendix 8: Frequency tables of data in quantitative research .....	121

# 1 Introduction

This project is conducted by three Vietnamese students at HAAGA-HELIA University of Applied Sciences. The three students are also founders of Viet'S Corner catering company. The purpose of the project is to guide Viet'S Corner to have effective strategic marketing plan. At the first stage, we have to find out who our customers are and what they expect. Then, what appropriate marketing channels for reaching the customers should be approached and eventually, we will test all research findings in the reality. There is no doubt that the study is devoted not only to Viet'S Corner but also entrepreneurs who desire to learn the ways to build the effective strategic marketing plan.

## 1.1 Background of the project

11<sup>th</sup> of November 2011 is one of the most memorable days in our life because on that day, our own company Viet'S Corner Oy was born. The introduction of Viet'S Corner is marked as a starting point on the path to entrepreneurship and at that moment, our new adventure, eventually, began.

Regards to the introduction of Viet'S Corner, it consists of major contribution from mentors at Start-Up School Porvoo Campus, who had worked closely with us from the first day when we had a business idea. The mentors had followed tightly and given helpful advices to make sure that we were on the right track when building the business plan. Then, we were let to cater in three events and teach how to cook Vietnamese food in the Idea Camp at Porvoo Campus. From those activities, we had great opportunities to let people know Viet'S Corner, products we offered, and more importantly listen to their opinion.

When it comes to value propositions, initially, we desire to introduce friendly images about Vietnam to Finnish people through our traditional dishes. Furthermore, it is apparent to see that the number of Finns who take care of their eating habit has increased rapidly. They intend to eat tasty and more importantly, food is required to be fresh and healthy (Steering group for the preparation of the food strategy 2010.) and

Vietnamese dishes possibly meet their expectation. According to Mai Pham, a chef and owner of Lemongrass Restaurant in Sacramento, California, Vietnamese cuisine is acknowledged as follows: “It is a naturally healthful cuisine, but also one where each dish is an explosion of flavors - so you come away feeling as if you have eaten something truly spectacular, but you haven't consumed a lot of calories” (Pham M. 1996.). Besides the trend of eating healthy and tasty, the concept of “Convenient” has been commonly emphasized in recent days. People prefer to purchase “customer friendly” products or services. For instance, these days, when deciding to organize a party, people just need to follow several simple steps: visiting catering company’s website, seeing catering package offers with all necessary information, ordering the most suitable one and finally executing payment. Then, the catering company will manage the event from the start to the end. Experiencing the trend and the expectation of customers, working on 3 value propositions: “Cultural - Healthy - Convenient”, Viet’S Corner serves the most exquisite taste to make people feel like traveling in Vietnam to enjoy local cuisine. For all of our time, we bring a breath of fresh air for catering event. It is not only the authentic flavour of Vietnamese cuisine characteristic but also the warm hospitality we create.

After the successful events at Porvoo Campus, we were willing to go outside and seek customers by our own effort in summer 2012; therefore, we selected 20 organizations in Helsinki and then sent marketing emails to them. However, there are only two responses letting us know that they could not cooperate with us. A refusal from the first one is due to our lack of experience in professional catering despite their interest in Vietnamese cuisine. With the same reason, the second company did not desire to take any risks when ordering catering services from the newbie like Viet’S Corner.

Their answers leave a question mark that we have to find potential customers who will accept our value propositions and characteristics. Therefore, it leads us to implement an effective strategic marketing plan which will show who the potential customers are, what they expect and effective communication channels.

## **1.2 Project problem**

This section discusses the problems that Viet'S Corner is facing which leads to the implementation of the project. With limited budget, gaining sale at the first stage is the survival mission and this task requires us to have the well-prepared strategic marketing plan. In other words, the company has to define its potential customers, their expectations and more importantly, appropriate channels for transferring the value propositions to customers. Therefore, the project will let us answer the following fundamental questions:

1. What is Viet'S Corner's business model?
2. Who are its potential customers?
3. What do the customers expect for Viet'S Corner?
4. What are the effective and profitable marketing communication channels for managing good customer relationships?

## **1.3 Aims and objectives of the project**

The aim of the project is to find the sizable groups of potential customers who are interesting in the service features of Viet'S Corner and willing to use the service; moreover, the project also points out the marketing communication strategies to reach the target customer at its later part. At the moment, Viet'S Corner has different business models hypotheses and its mission is to bringing out the most outstanding model which makes the highest profitable amount of sales and acceptable customer input. Associated with Business Model Canvas, Customer Development model created by Steve Blank is corporately used to assist for reaching the aims of the project. Finally, Integrated Marketing Communication tools will be used to analyze the efficiency of Customer access which affects directly to the profit of the company.

At the end of the project, the targeting customer group will be defined as well as the most appropriate marketing communication tool for this customer group will be drawn up. To meet those aims above, the author therefore points out the following list of objectives of the projects:

- Select the most appropriate business model among different alternatives including value propositions, channels, customer segments, and customer relationship
- Determine that a sizable volume of customers exists for the service
- Understand the factors drive the customer to choose Viet’S Corner service
- Target the potential customer group
- Build up completing service model and concept for targeting customer group
- Set up marketing communication strategy to reach the target customers

According to Marian Burk Wood (2011, 6), the role of marketing plan is described as value provision, relationship building and differentiation creation. Moreover, the implementation of the Wood marketing plan consists of 6 stages, namely Research and analyse the current situation; Understand markets and customers; Plan segmentation, targeting, positioning; Plan direction, objectives, marketing support; Develop marketing strategies and programs; Plan metrics and implementation control (Wood, 2011,6). Although the topic is about effective strategic marketing plan for Viet’S Corner, in this project, we only focus on the first two stages of the process of the marketing plan. That is considered as a limitation of the project. Thus, after the project, we will continue with the third stage Plan segmentation, target, positioning by researching how our actual customers are willing to accept the prices. The, the findings will lead us to build a price model for Viet’S Corner.

#### **1.4 Justification for the project**

For over years, it has long been documented that SME has many difficulties in surviving. In a statistic about the survival rate of OECD, the rate in Finland reaches 75 in 2007 (Employer enterprise survival rates, 2012). Moreover, according to the report of OECD about financing and entrepreneur 2012, for companies less than 10, the solvency problems fluctuate since 2009. Especially, in 2011 from January to May, the figure of small sized company less than 10 increase dramatically (Financing SMEs and Entrepreneurs 2012). Therefore, it is obvious that the environment for SME is really severe and hard to stay. Thus, a careful business planning at the first stage is a must for any start-up companies.



Now that surviving in the market becomes tricky, it is realized that the only way to stay in the market is to get customers. The right business model is required to figure out the most potential category. The communication channel supported by the customer expectation is demanded to manage and develop good customer relationship. To address those challenges, it calls for effective and profitable marketing plan. Besides, to fasten the speed, it is a good idea to focus on the most potential one, leading to prioritize a certain service line.

Consequently, for the sustainable development of Viet'S Corner, a plan to approach to the project without delay is so clear and vivid. Even though Viet'S Corner Oy is not the first company to enter the market and have to compete with many other big catering companies, it is believed that with innovative planning, its value will be delivered to the potential category customers.

## **1.5 Project methodology**

The research was implemented with the combination of qualitative and quantitative method.

Creswell and Clark defined that “Quantitative data includes close-ended information such as that found on attitude, behaviours or performance instruments” (Creswell & Clark, 2011, 6). Moreover, Veal emphasized the measurement and amount is the core of quantitative research (Veal, 2011, 34). Besides, in the thesis, we use hypothesis for our research. Thus, questionnaire of quantitative research will be a good tool to prove whether the hypothesis is right or not (Creswell 2003, 114-117 & 125).

Besides, to Myer's mind, the qualitative research method uses open-ended questions to find out social and cultural phenomena. It includes observation, participation observation, interviews and questionnaires, documents and texts, and researchers' own perceptions and impressions (Myers 2009, 8-9, 124).

Although the features of two research methods seem to be contrasting we realized that the characteristics of those methods would complement each other. Given their characteristics, qualitative and quantitative methods would be carried out at the same time during this study.

## **1.6 Outline of the thesis**

The study is divided into seven chapters. The first one gives the readers a general picture of the thesis. It shows an overall view about the project backgrounds. From project problems, aims plus with objectives of the project, the justification is explained and methodology is described. Moreover, some key words are defined and a brief outline is given.

In the following, literature review is the topic of Chapter 2. The theory revolving around customer development-customer discovery is brought up and business model canvas described, following with the competitive benchmarking. Along with the theory, the insights to deeper analysis are shown together with the practices for Viet'S Corner.

The third chapter continues with the qualitative research. We will discuss how we will do the qualitative research. A list of grounded questions is given before the analysis and summary of the interview with private customer together with organization. Besides, the validity and reliability is also shown in this part.

When it comes to the fourth Chapter, the quantitative research is mentioned. First of all, it is about the population and sampling, then the measurement of the variables. Moreover, to prove the result, reliability and validity is discussed as well.

After that, as long as the analysis is done, the marketing communication is a subsequent topic that brings up five major communication tools with applying to the company. In this Chapter, we will also analyse the reasons why we build the community, especially Facebook Community.

Chapter Sixth is about the implementation for Facebook Community. We will talk about our Facebook page for Vietnamese Culture and Cuisine. Strategies to make the page more popular will be listed. Then, some problems are pointed out, which leads to a solution.

Finally, we reach a conclusion in Chapter Seventh. Discussion about project questions will be raised. After that, implication for planning and recommendation for Viet'S Corner will be suggested.

## **2 Literature review**

In this chapter, Customer Development, Business Model Canvas, and Benchmarking will be taken into consideration. Moreover, we will take an insight into how the combination between Customer Development and Business Model Canvas works. Along with that, the ways that Viet'S Corner will apply the theory into the company case will be illustrated. At the end of the chapter, we will draw a diagram showing the summary of the theoretical framework.

### **2.1 Customer Development – Customer Discovery**

Steve Blank and Bob Dorf (2012, xxii) pointed out an awakening fact of most of start-ups in the last twenty five years of 20<sup>th</sup> century that nine out of ten products were launched out to the market have failed. The reason behind the fact, according to Steve and Bob, is all of the start-ups followed the processes of product development, launch and life-cycle management similar to what they have learned in business school without reflecting to their own company's product and situation. In fact, the market at which they were aiming is still a mystery; in the other words, they did not know what would happen to the product when it was brought out to the market. Therefore, there is only one possible way to turn from the "unknown" to the "known" which is getting out of the building and testing the product, finding the customer's behaviour towards the product. The process of repeatable searches and tests for unproven business models until the profitable and scalable model has been found is called Customer Development process.

As the name of the process has expressed its own meaning, Customer Development process revolves around the customer in which the Customer Development process can be referred to customer-oriented approach. George R.Seiler (1988, 54) described the customer-oriented approach as following:

The customer-oriented meeting approach says, "Put yourself in your customers' shoes." Think about their objectives, needs and pressures. Think about the customers as individuals; people make the buying decisions, not corporations.

Think in terms of people buying benefits. And always looks for ways to present benefits that make it easier and more valuable for the customer to work with you than with your competitors. By using customer-oriented marketing, you direct your organization's thinking to satisfy customer objectives with benefits.

Acknowledging the crucial factor of customer-oriented approach, Steve Blank and Bob Dorf built the Customer Development process - the strategic management tools, to provide a better understanding of customers for start-ups. In other words, the process requires start-ups think the way the customers react and behave, build different hypotheses for their business model, go outside and test on the real customers. The Customer Development Process, with attention to, consists of four steps which are:

1. Customer Discovery;
2. Customer Validation;
3. Customer Creation; and
4. Company Building

## Customer Development

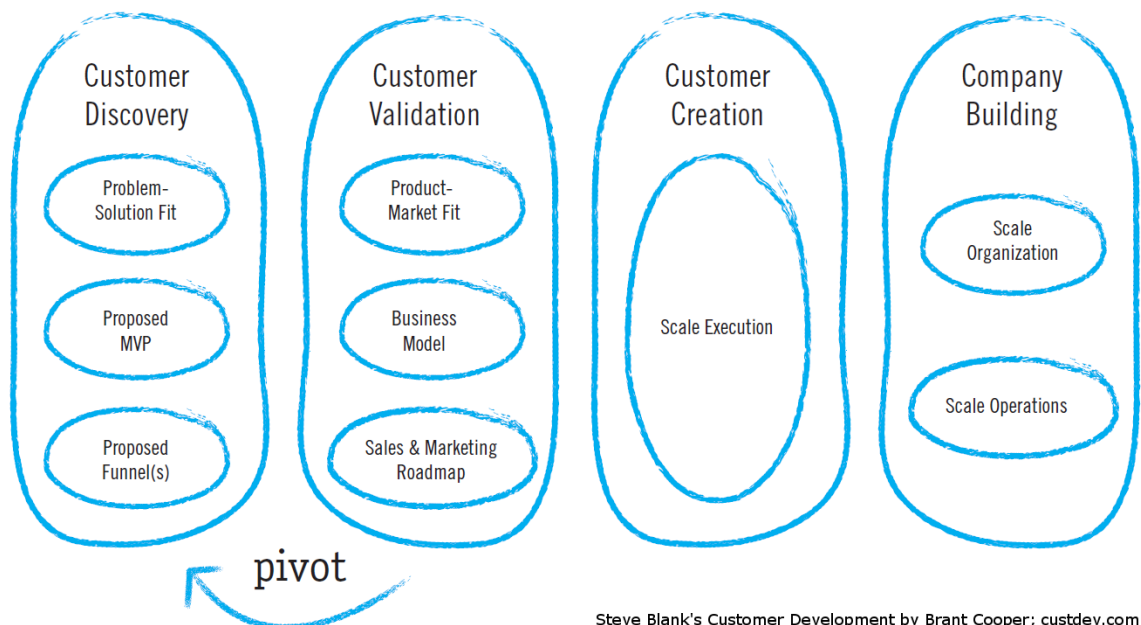


Figure 1: Customer Development (Brant Cooper and Patrick Vlaskovits, 2010, 18)

After going through the Customer Development process described by Steve Blank and Bob Dorf (2012, 67-68), the knowledge that we got will be shown below.

The first step of Customer Development process, Customer Discovery, works with three main purposes:

- + Identify problems customer wants to see solved
- + Find the solutions and transfer them to many functions of the products/services
- + Build viable and profitable business model

To implement this step, the owners of the start-up must do by themselves, go out of the building and look for the fact about their customers. After collecting all the fact, the minimum viable products/services or different profitable business model will be create. In general, the first step is to develop different hypotheses of business model.

After Customer Discovery step, the start-up will precede to Customer Validation step which asks the company to test dozen or even more hypotheses made up in the previous step. By introducing the unproven and uncompleted products to customers, the company can get their buying reaction and feedback about the products/services. After getting enough orders and feedback, the company can analyse the information to refine or develop its products/services. Depending on the results of the analysis, company can decide to move on with the launch or return to test other hypotheses.

After successfully analysed and found the most viable business model with all of the essential information, it is the time to execute all paper plans, guesses, and validations in the real market in the last two steps of the Customer Development processes - Customer Creation and Company Building steps.

When it comes to the case of Viet'S Corner, it is undeniable that the company has been built and operated for nearly one year. However, it is also crucial that the founders of the company barely understood the market and their customers as well as they were struggling in finding the potential customer to keep the company operate profitably.

For this purpose, Customer Development process is vital for the company to gather all the facts of the market outside, create the potential business model, and in a way test this business model.

Nevertheless, due to the limitation of time, resources and other factors of the study, only the first step of the whole process, Customer Discovery, can be implemented. The remaining steps which are Customer Validation and Customer Creation will be preceded further after this study.

### **2.1.1 Customer Discovery**

In the first step of the process, the company will create different hypotheses of Business Model Canvas concerning different vision for each component. Then, numbers of experiment will be applied to get feedback and opinions of the customers about each part of Business Model Canvas, a strategic innovation technique to develop new or to document existing business model used by both leading companies and start-up companies worldwide. The model consists of nine building blocks refer to different activities in the organization: Customer Segments, Value Proposition, Customer Relationships, Channels, Revenue Streams, Key Resources, Key Activities, Key Partners, and Cost Structures. Based on the results of the experiments, different hypotheses as well as product concepts will be tested and verified until the most potential hypothesis and business model are found, whereupon the company will examine it with small group of customers in factual market in the Customer Validation step.

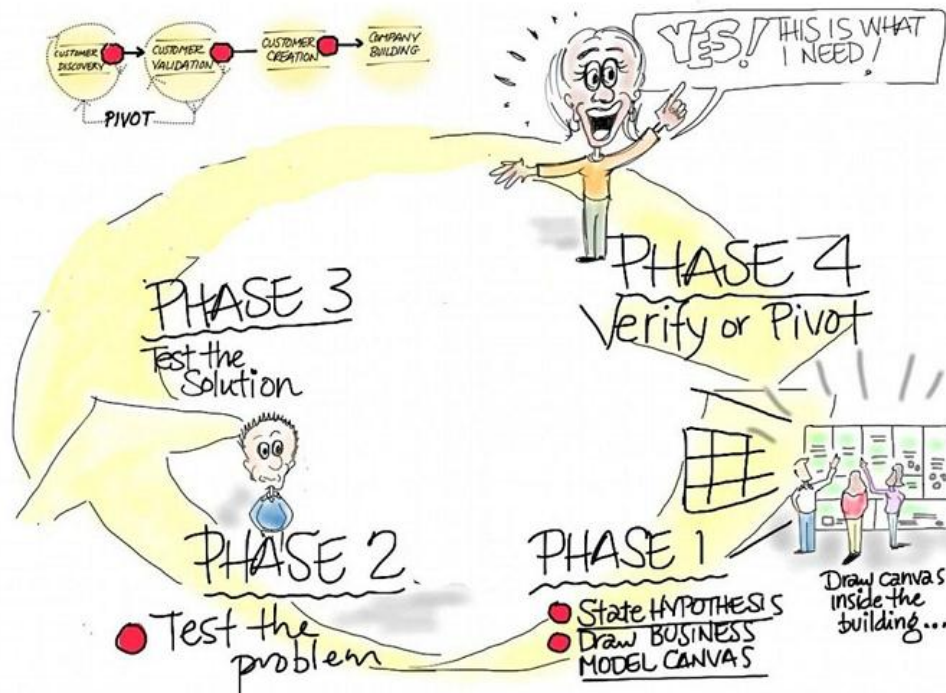


Figure 2: Customer Discovery (Blank & Dorf, 2012, 67)

According to Blank & Dorf (2012, 67-68), Customer Discovery consists of 4 phases.

### **Phase 1: Hypotheses statements based on Business Model Canvas**

Each hypothesis will be described briefly in this phase, including the vision of each element in the Business Model Canvas and the list of experiments or tests necessary for proving the possibility of the business model. The experiments, particularly including different ranges of researches, will be conducted on customers.

### **Phase 2: Experiments**

Most elements in Business Model Canvas's hypotheses will be tested in this phase, including value propositions, pricing, channel strategy and sales process. If the hypothesis is proved to be right, phase three of the process will be conducted. If the hypothesis still has some problems, the new hypothesis will be replaced until the right model is finally created. After that, the appropriate Business Model Canvas is readily prepared for the next phase.

### **Phase 3: Solution testing**

In this phase, the value proposition, product, pricing, features and other business model's elements as well as minimum features set of the service will be presented to the



customers to test for their responses. Then, the solutions will be compared to the goals of the company.

#### **Phase 4: Verification**

The final phase verified different aspects of the chosen business model. Different questions will be asked to ensure that the chosen business model is ready to deliver to the customer. The list of questions is listed as following:

- Does the company understand the customer’s needs and problems?
- Do the value propositions of the chosen business model help to solve the problems and satisfy the needs of the customers?
- Does the company find the acceptable group of customers for the service?
- Does the business model provide the feature that the customers are willing to pay for?
- Does the business model bring the acceptable profitability for the company?

If the chosen business model can have the positive answers to all questions, it is ready to be implemented and tested on factual market.

#### **2.1.2 How Viet’S Corner employ Customer Discovery process?**

There are different reasons for Viet’S Corner to employ the Customer Discovery process:

- Viet’S Corner’s founders have limited even no knowledge about the market that they are going to step into.
- The founders know neither who their customers are nor what are the problems and needs of their customers.
- There are many business ideas for Viet’S Corner’s service and the founders cannot point out the most potential one.
- Viet’S Corner is the small company with low budget so it must find the most profitable business model before it actually invests and operates in the market.
- Viet’S Corner’s service concentrates crucially on customer, whereupon it must utilize the Customer Discovery process to understand its customers.

For these reasons above, employing Customer Development is highly essential for the success of Viet'S Corner. Literally, there are two phases in the implementation plan of the process. First, the company will develop various hypotheses by using Business Model Canvas which will be discussed in the next chapter. Then, the company will perform quantitative research and qualitative research to find the highest possible hypothesis. The aim of both qualitative and quantitative research is to find the behaviour of people from different targeting groups towards Viet'S Corner's catering service. Different targeting groups hereby will be private customers, company, and school/organization. Each targeting group will have different approach. More specifically, to get the opinion from private customers, Viet'S Corner will deliver the questionnaire via face-to-face interview or social media channels such as Facebook, LinkedIn, etc. On the other hand, the founders will do the qualitative research with company, school and organization such as observation and semi-structured interview. Regarding the company group, it will be divided into two small sectors which are partners and competitors. The partners can be companies from different industry who can cooperate or use Viet'S Corner service. The interviews with potential partners mainly concentrate on collecting their success story, how they overcome difficulties as well as their suggestions for Viet'S Corner's situation. On the contrary, observation or face-to-face interview will be used to get the information about the service, customer and strategies of the competitors. Last but not least, schools/organizations group will be reached by conducting interviews with the directors, managers or CEO to know how they usually select a catering service company. In short, the table below describes the experiments Viet'S Corner use for each targeting group.

Focus group	Type of experiment	Input data
Household	Questionnaires Face-to-face interview	their problems, needs and concerns purchasing behaviour towards catering service
Company	Partner: Face-to face interview	success story how they overcome difficulties

		suggestions for Viet'S Corner situation
	Competitors: Observation, face-to-face interview	their service features, value proposition their customer pattern their sales, marketing and management strategies
<b>School/Organization</b>	Face-to-face interview	How school and organization use a catering service Their standard for a catering company Possibility to order from small catering company

Table 1: The experiments Viet'S Corner use for each targeting group

## 2.2 Business Model Canvas as a scorecard for Customer Development process

As mentioned in the previous section, the company must draw up different hypotheses of its business model. Therefore, according to Steve Blank (2012, 63) Business Model Canvas of Alexander Osterwalder can be used as a scorecard for Customer Development process for the general illustration of the structure of company and operation via nine blocks including Value Proposition, Customer Segments, Channels, Customer Relationships, Key Partners, Key Activities, Key Resources, Cost Structure and Revenue Streams.

### 2.2.1 Business Model Canvas

Before starting any discussion on employing an effective marketing strategic plan, companies have to clarify their business model since it is a tool for them to draw a comprehensive picture about internal factors and external factors. Furthermore, it is regarded as the shared language for people to use when evaluating, discussing, and making strategies. Those benefits, however, compose a standard for a business model

which must be simple, relevant, and understandable. To meet those requirements, Business Model Canvas should be taken into consideration when building business model for companies. Business Model Canvas is described as “a strategic management and entrepreneurial tool. It allows you to describe, design, challenge, invent and pivot your business model”. (Osterwalder & Pigneur, 2009, 15)

After going through the theory, we summarize the Osterwalder Business Model Canvas as follows:

Business Model Canvas consists of nine blocks covering four main areas of a business: customers, offer, infrastructure, and finance. (Osterwalder & Pigneur, 2009, 15)

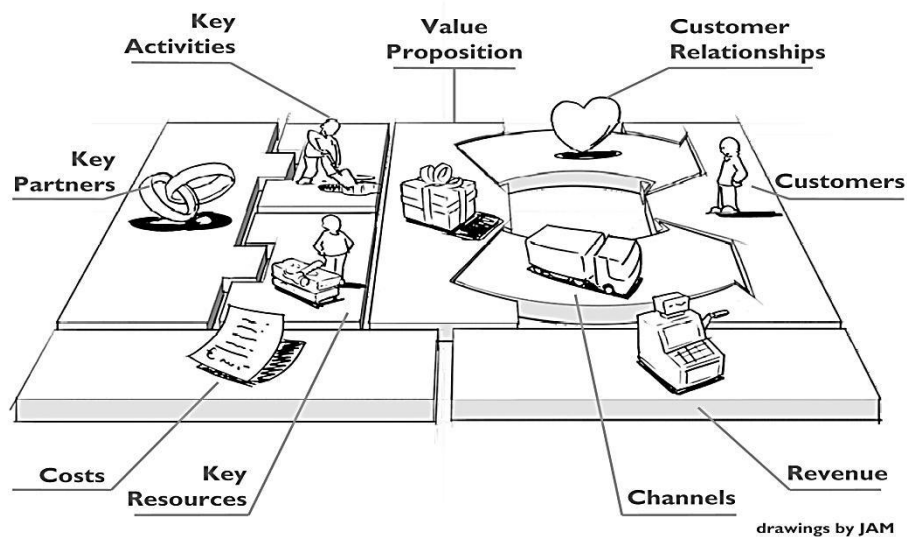


Figure: 3: Business Model Canvas (Osterwalder & Pigneur, 2009.)

### Customer Segments

Customer is the heart of Business Model Canvas and it is undeniable that companies cannot survive without them. However, companies’ job is not to make every possible customer happy; instead, they have to categorize customers into noticeable segments where people have similar needs, expectations, behaviours, and other attributes. The final outcome for segmenting is to satisfy customers as much as possible (Osterwalder & Pigneur, 2009, 20)

## **Value Propositions**

Value proposition is a benefit that a company offer their customers. This is also the significant factor leading customers to choose them instead of competitors. Creating differentiation makes the company to use innovative value propositions or others which are similar to the existing ones in the market but they are added with special features. (Osterwalder & Pigneur, 2009, 22)

## **Channels**

Channel is defined as a bridge where value propositions can be delivered to customers (Osterwalder & Pigneur, 2009, 26)

## **Customer Relationships**

In this part, companies have to clarify types of relationship with customer segment and there is a question which should be taken into consideration: How do the companies get, keep and gain customers? (Osterwalder & Pigneur, 2009, 28)

## **Revenue Streams**

Revenue Stream represents the cash that companies generate from Customer Segments. (Osterwalder & Pigneur, 2009, 30)

## **Key Resources**

Key Resources are crucial assets which make business model executive from the beginning stage in creating value propositions, getting, keeping the growth of customers' relationship to the stage of earning revenue. (Osterwalder & Pigneur, 2009, 34)

## **Key Activities**

In this part, companies have to ask themselves about the most important activities which must be in action for running business model successfully when generating value propositions, distribution channels, building customers' relationships and earning revenue. (Osterwalder & Pigneur, 2009, 36)

### **Key Partners**

Key Partnership area requires companies to define all partners who make business model run smoothly. Depends on the function of partnership, this is divided into four different types of strategic partnership: non-competitors, competitors, joint ventures and sellers - buyers. The companies can ask themselves who key partners are and their key activities contributing to the companies' achievement. (Osterwalder & Pigneur, 2009, 38)

### **Cost Structure**

Cost Structure consists of all costs from the start to the end when operating business. Companies have to find out the most important inherent costs in business model, the most expensive Key Resources and the most expensive Key Activities. (Osterwalder & Pigneur, 2009, 40)

#### **2.2.2 Hypotheses of Viet'S Corner on Business Model Canvas**

Viet'S Corner was born in November 2011 and it is a new entrant in the market. Before implementing the strategic marketing plan, the company is required to figure out its business model where internal factors, external factors and their connection are shown clearly. In addition, the business model is expected to be simple, relevant, and understandable. Therefore, eventually, Business Model Canvas is chosen because it is ideal for new and existing businesses and all factors are performed visually.





<p><b>Value Propositions</b> </p> <ul style="list-style-type: none"> <li>+ A lot of vegetable</li> <li>+ Fresh ingredient</li> <li>+ Low cholesterol, using vegetable oil</li> <li>+ Limiting fried food</li> <li>+ Authenticity</li> <li>+ Flexible</li> <li>+ Adjustable</li> <li>+ Simple to make &amp; serve food</li> <li>+ Affordable, economical price</li> </ul>	<p><b>Customer Relationship</b> </p> <ul style="list-style-type: none"> <li>+ Culture interest</li> <li>+ Corporation with companies/ organisations</li> <li>+ Convenient &amp; affordable services</li> <li>+ Reliable &amp; keep promise</li> </ul>	<p><b>Customer Segments</b> </p> <p>Private customers:</p> <ul style="list-style-type: none"> <li>+ Interested in Asian food &amp; cultures</li> <li>+ Like to try new things, new concepts</li> <li>+ Like to have something unique on special occasions</li> <li>+ Busy and do not have time for cooking</li> </ul> <p>Event companies:</p> <ul style="list-style-type: none"> <li>+ Want to have catering services with economical price &amp; be willing to try services from Start-Up companies</li> <li>+ Have limitation in budget</li> </ul> <p>Companies who lease premises for parties, conferences</p>
	<p><b>Channels</b> </p> <ul style="list-style-type: none"> <li>+ Leaflet</li> <li>+ Social Media (Facebook, LinkedIn, YouTube)</li> <li>+ Company website</li> <li>+ Word of mouth</li> <li>+ Networking &amp; Events</li> <li>+ Email, Phone call (Direct marketing)</li> </ul>	

Figure 4: The Four-Blocks in Business Model Canvas of Viet'S Corner

The objectives of the research are to figure out customers, their expectations and marketing communication. Therefore, although all hypotheses are shown in nine blocks on Business Model Canvas, we pick up the four main areas to take an insight: Value Propositions, Customer Segments, Channels and Customer Relationship.

### Value Propositions

It is interesting to reveal that we generated our value propositions “Cultural – Healthy - Convenient” before opening Viet’S Corner instead of deciding targeted customers first. The reasons behind are that we desired to introduce wonderful images about Vietnam to foreigners via our cuisine. That business idea came from the day when we gathered and cooked Vietnamese Pho Noodles at the first time in Finland. The hot bowls of Pho were fascinating especially in winter and it would more amazing if our foreign friends came and enjoyed. Thus, our traditional food aims to be a bridge connecting Vietnamese and international friends.

Furthermore, Vietnamese dishes are acknowledged as one of the most healthy cuisines in the world as following: “Fresh herbs, lots of vegetables and seafood, and cooking techniques that use water or broth instead of oils -- these are some of the standout qualities of Vietnamese food.” (Clark H. & Miller K. 2010.) When mentioning Vietnamese cuisine, foreigners usually think about a lot of fresh vegetables, low-calorie consumption. To keep those unique values of Vietnamese cuisine, the company offers Vietnamese food, which are healthy, easy to cook and frying food in the menu is minimized as much as possible.

Vietnamese cuisine is also well-known among others due to its simplicity. “Vietnamese cuisine doesn't win any points for complexity. Many of the most popular dishes can be made just as well on the side of the road as in a top-end restaurant.”. (Clark H. & Miller K. 2010.) Thus, when coming to Viet’S Corner, customers can enjoy the local food like being at the food stand corners in Vietnam. Furthermore, we want to bring great hospitality to customers when offering catering services. That also seems to link with the first term “Cultural” because via cuisine, we want to introduce friendly images about the country and people in Vietnam.



Figure 5: Three Value Propositions of Viet’S Corner

### **Customer Segments**

There is no doubt that customer is the heart of business. Companies will be failed if they do not care about what customers need nor expect. As mentioned above, initially, Viet’S Corner created the three value propositions and then the research about strategic marketing plan will let us know who they are and what they expect.

In the beginning, we divided customers into three groups: private customer, school, and organisation/ company. We believed we would benefit from the new concept Vi-



etnamese catering service although Viet'S Corner was the Start-Up. However, the refusal from Technopolis raised the question mark about who our customers actually were. In other words, the larger companies are, the more professionalism they require; hence, they will not be considered as our targeted customers. Instead, we have to search organisations or people who are interested in Vietnamese culture and cuisine. In addition, they may like to experience new things, new concepts. All in all, through the research, we will figure out who will accept Viet'S Corner's characteristics such as the Start-Up, and offering Vietnamese dishes.

### **Customer Relationship**

Viet'S Corner aims to sustain customer relationship by keeping our value propositions "Cultural – Healthy – Convenient". Furthermore, we always comfort customers by great hospitality and keeping promise.

### **Channels**

It is undeniable that company website is extremely important because this is the place for an interaction between companies and customers. In addition, thanks to the website, customers can update information about companies, and follow upcoming events. Therefore, we have built a customer-friendly website where people can follow detailed company information easily and more importantly view Vietnamese dishes along with their recipes. After building good website, the company will take advantage of leaflet, Social Media, email-marketing and event participation as the connection between us and customers.

To sum up, Business Model Canvas enables Viet'S Corner to draw a general picture about internal, external factors and their relationship. Furthermore, each point on the business model is regarded as a hypothesis and it will be tested and modified after conducting the research.

### 2.3 Competitive benchmarking

According to Robert Camp, benchmarking is defined as below:

“Benchmarking is an integral part of planning and on-going review process to ensure a focus on the external environment and to strengthen the use of factual information in developing plans. Benchmarking is used to improve performance by understanding methods and practices required to achieve world-class performance levels. Benchmarking’s primary objective is to understand those practices that will provide a competitive advantage; target setting is secondary.”  
(Camp 1995, 15)

Benchmarking is also regarded as learning from others. There are significant benefits that benchmarking brings and these are shown as follow (Smith cited in Kozak & Rimmington, 1998, 185)

- identification of improved ways to meet customer needs,
- cost-effective collection of innovative ideas,
- identification of organisation’s strengths and weaknesses,
- encouragement of continuous improvement processes

When it comes to benchmarking types, due to organisations' purposes, the most appropriate type of benchmarking will be implemented. The table below presents several fundamental benchmarking types:

Type	Description
Internal benchmarking	Measuring and comparing activities between units or departments within an organisation
External benchmarking	Measuring and comparing their own activities with outside organisations.
Industry benchmarking	Making comparison with not only direct competitors but also suppliers, customers.
Process benchmarking	Focusing on daily operation in the organisation Improving process performance
Performance benchmarking	Assessing competitive positions by comparing their products & services with competitors' ones
Strategic benchmarking	Undertaking at the top management Dealing with long-term outcomes Monitoring strategies that make organisations develop sustainably
Competitive benchmarking	Being difficult in practice Measuring and comparing their own products, services with competitors' ones

Table 2: The summary of benchmarking types (Ahmed, 1998, 1-10)

Regarding benchmarking process, depending on different purposes, each organisation can design their own model and the process is shown as follows (Brad Wood 2009.):

- Preparation and planning: Identifying required ingredients, methodology, stakeholders for benchmarking
- Data collection: Noting who you want to measure and how you will measure it.
- Data analysis: Validating and normalizing data
- Reporting
- Learning from best practices
- Planning and implementing improvement actions
- Institutionalizing learning

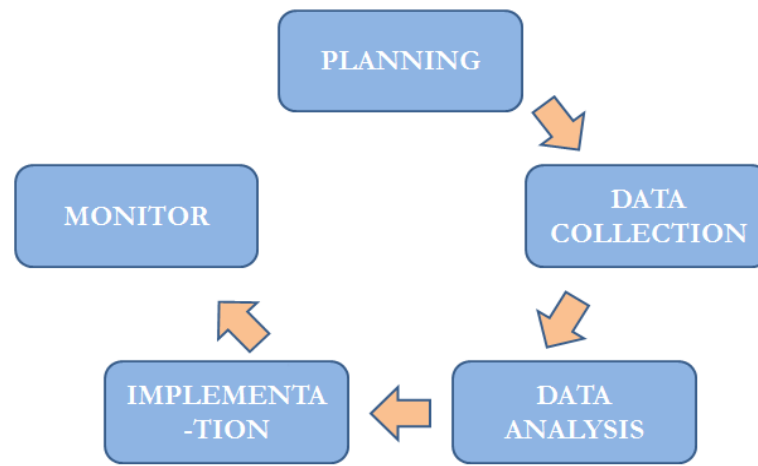


Figure 6: Benchmarking process (Brad Wood 2009.)

When applying theory into the case study, apparently, benchmarking is a fundamental tool for Viet’S Corner to assess internal factors, compare own services, products with competitors’ ones, and more importantly learn from them. Thus, it is undeniable that benchmarking plays an important role in building the effective strategic marketing plan.

Regards to benchmarking type, competitive benchmark is considered to be the most appropriate method. Viet’S Corner is the Start-Up company which is run by three foreign students since difficulties at the first stage cannot be denied. Experiences from other catering companies are certainly beneficial for us to identify where to start and how to run our business on the right track. “First, doing so can help them to stay in business by enabling them to outperform similar organisations, including competitors. Second, it ensures that the organization is continually striving to improve its performance through learning” (Brad Wood 2009.). However, competitive benchmark, in practice, is the most difficult method because most competitors do not intend to share their experiences with others. Thus the important permission in this case is to find catering companies who are willing to be mentors for Viet’S Corner.

#### 2.4 Viet’S Corner benchmarking process

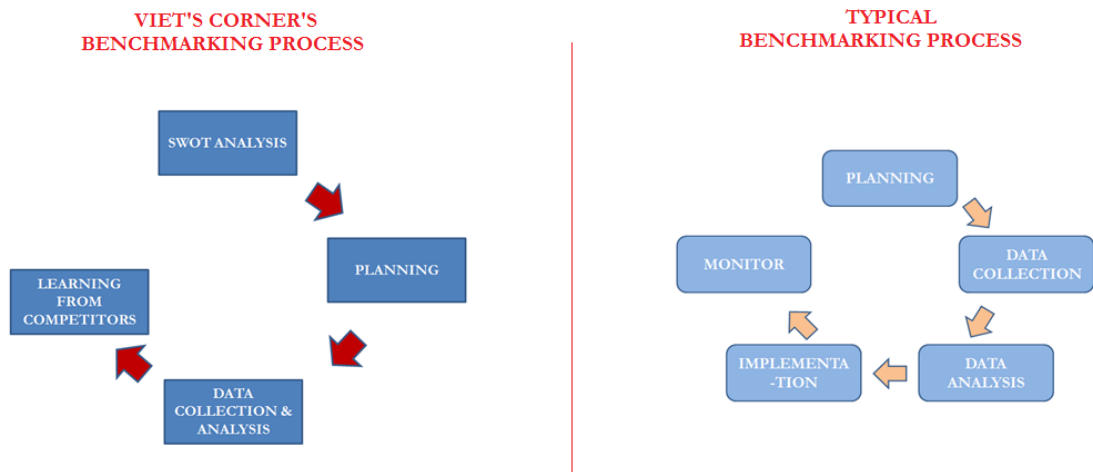


Figure 7: Viet’S Corner’s benchmarking process vs Typical benchmarking process

Although there are five main stages in the benchmarking process, Viet’S Corner illustrates four stages, namely SWOT analysis, Planning, Data Collection & Analysis and Learning from competitors. As discussed in the Literature review part, Benchmarking is the tool for us to test the hypotheses and learn from the direct competitors. Thus Implementation and Monitor are not discussed in this part and these stages will be conducted after the project.

Initially, before entering the benchmarking process, we have to evaluate ourselves by assessing our internal factors and external factors. SWOT analysis is defines as “a useful technique for understanding your Strengths and Weaknesses, and for identifying both the Opportunities open to you and the Threats you face” (Manktelow J. & Carlson A. 2011.).Therefore, SWOT is decided to be the tool analyzing our Strengths, Weaknesses, Opportunities and Threats. Next, we have to build the plan and define what appropriate competitors should be benchmarked and how we can learn from them. Eventually, there are two small catering companies that we will visit and learn how they have operated their business. After that, we continue to collect, analyze data and figure out what we learn from the competitors and then apply it into the company. The Monitor stage will be illustrated after we employ the recommendations.

### 2.4.1 SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• 3 values: Healthy – Cultural – Convenient</li> <li>• Good business idea</li> <li>• Well-prepared business plan</li> <li>• Good relationship with several entrepreneurship societies</li> <li>• Good relationship with people surrounding the company</li> <li>• Caring customers, being nice and friendly</li> <li>• Customer-oriented</li> </ul>	<ul style="list-style-type: none"> <li>• Limitation in capital</li> <li>• Do not have professional training in restaurant and catering field</li> <li>• Start-Up company</li> <li>• Lack of experience in catering professional events</li> <li>• Facing difficulties when communicating in Finnish</li> <li>• Do not have professional kitchen</li> <li>• Limitation in kitchen and serving facilities</li> <li>• Do not have a food delivery van</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Entrepreneurship support from the government and association</li> <li>• Finnish people begin to be familiar with Asian food</li> <li>• Finnish people have interests in exploring Asian culture, such as China, Japan, Vietnam, etc</li> <li>• There are not any Vietnamese catering companies in Helsinki</li> </ul>	<ul style="list-style-type: none"> <li>• New entrants</li> <li>• People intend to save money due to economic depression</li> <li>• Food contamination</li> </ul>

Table 3: Viet’S Corner’s SWOT

The SWOT analysis reflects clearly our limitation in capital, facilities, professional training and experiences besides strengths. Therefore, dealing with those challenges requires Viet’S Corner to try many ways before getting right solutions and obviously it will take the significant amount of time and effort. On the other hand, if there will be several other catering companies who are willing to be our mentors, we can learn from them by taking insight into their operation, management and strategies.

### 2.4.2 Planning

The Program Director provided us a list of six other catering SMEs. We were advised to come and see how our direct competitors operated business. After contacting, three of them welcomed and shared experiences with us and eventually, we decided to come to 2 catering companies in Helsinki.

The theme for the meeting concentrates on two points, how they have managed their business from the beginning stage and how they have created distinction among other competitors. The first theme will let Viet'S Corner know what factors they need to start their business and keep it moving. Then, due to the second theme, we will take insight into the ways they become different from others. Therefore, the company will have a comprehensive picture about how they run their business from the Start-Up stage to the present. That leads us to answer two questions as follows:

- Can we implement like those companies when they were at the Start-Up stage?
- What do we need to stimulate our business?

### **2.4.3 Data collection & analysis**

#### **The first catering company**

The company is located at Helsinki and it is operated in lunch restaurant and catering business. Return to the past, the owner had been a chef for many years. One day, he was eager to do something different so it led him to acquire the current company when he noted his friend wanted to sell it. The reason behind his decision was that the company had been operated for several years so people had already known its brand. At that time, the business was based on offering lunch for white collar workers who worked in a bank surrounding the company. Unfortunately, the bank had to move out due to renovation so the owner needed to find other customers. Advertising on newspaper, email-marketing, and leaflet with promotion were three primary marketing channels aimed to attract customers who worked in offices surrounding the catering company. Finally, his objective was achieved when more and more people came to have lunch at the restaurant.

At the moment, the company has six permanent employees and the business is currently operated on offering lunch and catering service. When it comes to lunch, the price is 9.5 euros/ person and the food menu consists of salad, main courses, dessert and drinks. According to the owner, the lunch price is slightly lower than other competitors in this area. Every day, around 120 people who work in the offices surrounding it come to have lunch. The lunch menu will be adjusted every day and it is also based on seasons and special occasions, such as Christmas. The restaurant is going to

be renovated into relax space because he aims to offer a joyful and relaxing to customers after working hard. Regarding catering service, they offer services due to customers' demand. In addition, the price will be lower if the number of people is high. In winter, the company frequently offers catering service for post-graduation and Christmas parties. Besides that, in the remaining ones, family celebrations are the main purposes that people ask catering service from the first catering company.

Once a year, the company conducts a small survey about how customers respond to the prices, food and services and it also compares the price with competitors. Those activities are crucial since it can get more profit by increasing the price but it is ensured not to cause negative impact on customers. When coming to price-setting, the owner shared that ingredient cost often contributed to 30% of offering price.

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Being experienced in catering &amp; restaurant business</li> <li>• Lower price than competitors</li> <li>• Many offices surrounding the restaurant</li> <li>• Offering many distinct dishes</li> <li>• Offering many event themes</li> <li>• Customer-orientation</li> <li>• Planning to design the relaxing restaurant place for customers</li> <li>• Well-equipped facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Restaurant place needs to be renovated</li> <li>• New facilities needs to be bought</li> <li>• People face difficulty when finding the restaurant</li> <li>• Limited target customer group (only office workers) in restaurant business</li> </ul>

Table 4: Strengths and Weaknesses of the first catering company

### **The second catering company**

The company run its business in restaurant and catering service in Helsinki. The owner was trained professionally in Hospitality field and had deep experience in being a chef. He admitted that everything came to him by accident and luck. In the past, after catering two events, he saved around €10,000 - €20,000 and this amount of money was used to rent restaurant place and operate business. When running on track, he decided to extend the business by offering catering service.



Every day, his restaurant greets around 200 people to have meal and they are totally appealed by distinct layout, and food menu. Along with original dishes, the restaurant also offers different ones, letting customers to experience new tastes. That tip contributes to the success of the company. When it comes to catering service, organisations, event companies and families are main customer groups and the reason behind their decision was: “Because they want me to cater their events” said by the owner. Regards to development strategies, he is going to marketing the company by participating cultural festival in Helsinki. He acknowledged that more and more people were interested in exploring culture via cuisine so if he could fulfil their needs, he could gain the number of customers.

Regarding the connection between restaurant and catering field, the formula did not work if catering service was started first and then it was followed by restaurant operation. Because people did not know who you were and how professional you were. Therefore, letting customers to experience products, and services plays an important role in starting business at the first stage. Then, when they approved the company’s quality, they would ask for catering their events. Following that logic, catering service was born after a successful restaurant business. In addition, 2012 was not a good year for catering service due to global economic crisis and people, obviously intended to save money. From his own case, several companies delayed their payment and that influenced the company’s cash flow.

Regarding limitations, everything did not follow the plan in the reality and he, furthermore, did not time for planning. Instead of learning the importance of the website, the owner does not have enough time for designing it. Therefore, his website is currently insufficient and it leads customers to face difficulty when getting information.

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Being experienced in catering &amp; restaurant business</li> <li>• Many people come to have meal</li> <li>• Offering many distinct dishes</li> <li>• Customer-orientation</li> <li>• Distinct restaurant place and food menu</li> <li>• Well-equipped facilities</li> <li>• Always learn and try new things → offer new taste to customers</li> </ul>	<ul style="list-style-type: none"> <li>• Plan is not prepared in advance</li> <li>• Website needs improvements</li> <li>• Late payment from customers influences cash flow</li> </ul>

Table 5: Strengths and weaknesses of the second catering company

#### 2.4.4 Viet’S Corner learns from the competitors

<b>RECOMMENDATIONS FOR VIET'S CORNER</b>
<hr/> <ul style="list-style-type: none"> <li>✓ Renting a short-term professional kitchen</li> <li>✓ Defining target customers, understand what they need and expect</li> <li>✓ Conducting a small survey about price, and then comparing with competitors</li> <li>✓ Creating occasions when the company can frequently interact with customers</li> </ul>

Figure 8: Recommendations for Viet’S Corner

After benchmarking the two catering companies, we learn the ways they have operated and developed in catering field. More importantly, the owners also gave the recommendations for Viet’S Corner which help us to note immediate actions. Those include renting a short-term kitchen, defining target customers, and creating occasions when we can often communicate with customers, understand what they need and expect.

What is more, every year, we have to conduct a small survey letting customers to show their thoughts about our products, services and prices. Besides that, we also compare the prices with competitors.

When assessing two stories from the two catering companies, Viet'S Corner can answer two questions mentioned in the plan.

**1) Can we implement like them when they were at Start-Up stage?**

We cannot do like them at the starting point because of several reasons. Firstly, the company has not yet catered at any professional events so there are not any people who know Viet'S Corner. Furthermore, we cannot gain the capital to thousands of euros when catering from one to two events like the second owner did so renting a kitchen in long-term contract seems to be not feasible. Secondly, all company members do not have any background in catering and restaurant business. Finally, limitation in capital once again was a primary challenge and it causes many difficulties to us when buying facilities and renting a professional kitchen.

**2) What do we need to stimulate our business?**

We realise that the company has to find the way to interact with customers as much as possible. That helps us to introduce who we are, what products we offer and what values we bring. In addition, the first owner instructed us how to set the price for catering service and it usually contains 30% of inventory cost.

## 2.5 Summary

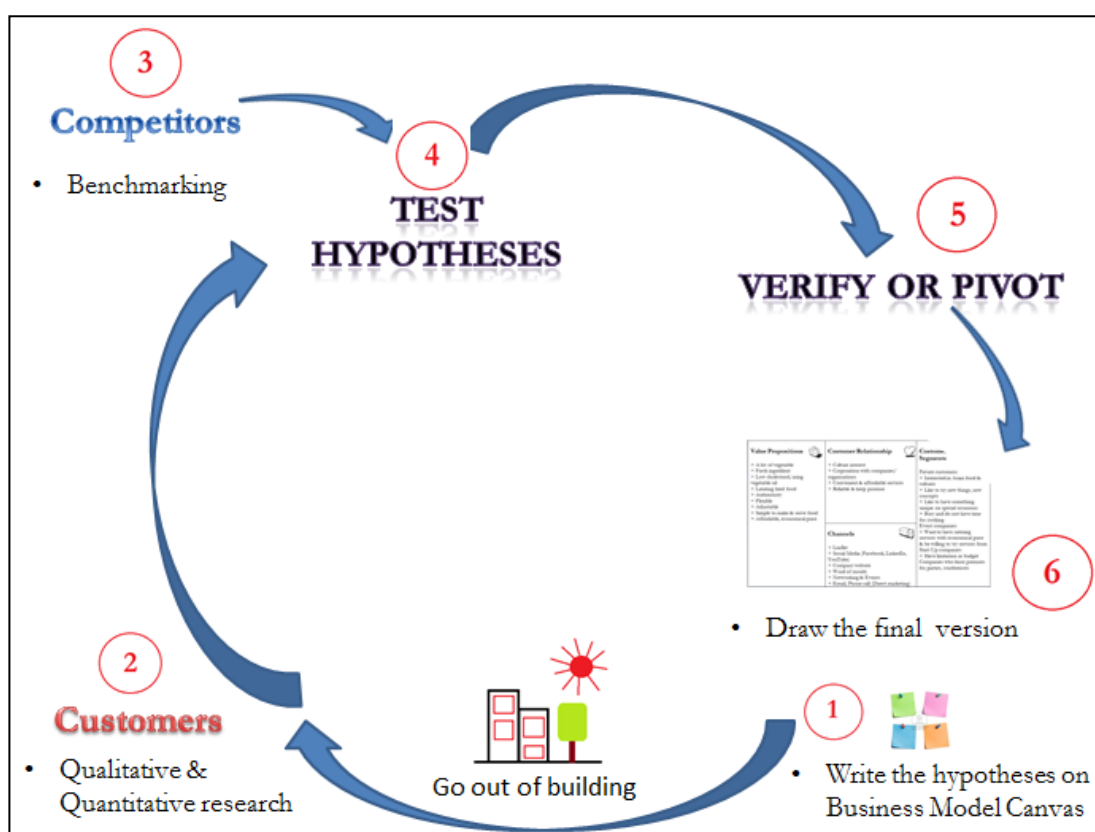


Figure 9: How Viet’S Corner applied theoretical framework into the project

Viet’S Corner was born by four Vietnamese students in November 2011 so limitations cannot be deniable. Apparently, the company is not an expertise in the current market; therefore, the information related to customers and competitors is unknown. Furthermore, we get lost in front of many directions and it leads us to ask ourselves: “Which is the most suitable one at the moment?” Answering that question encourages Viet’S Corner to post hypotheses on Business Model Canvas, go outside to ask customers, competitors and then verify or pivot the findings.

There is no doubt that the Business Model Canvas is a powerful strategic management and entrepreneurship tool which enables people to define their business model visually. Although the template which consists of nine blocks covers all angles of business, “at the end of the day it was a tool for brainstorming hypotheses without a formal way of testing them” (Blank, S., 2010) When it comes to Customer Development, it forces people to go out of the building, discover and evaluate the assumptions on the busi-

ness model. “Tying Osterwalder’s Business Model Canvas with the Customer Development process turns these potential crises into learning opportunities called the Pivot” (Blank, S., 2010). After gathering information from outside, they come back and then adjust the inappropriate hypotheses. The combination between Business Model Canvas and Customer Development is defined as “The strategy stack for entrepreneurship” (Blank, S., 2010)

Customer Development Process consists of four stages; however, in this research, Viet’S Corner applies the first phase Customer Discovery which lets us to discover and validate assumptions in the four blocks on Business Model Canvas. The research process will be started with writing the hypotheses on the four boxes of Business Model Canvas: Value Propositions, Customer Segments, Channels and Customer Relationship. Then, we will go out of the building to discover and test the assumptions. During that step, benchmarking is also employed because “Benchmarking is also regarded as learning from others” (Smith cited in Kozak & Rimmington, 1998, 185). Then, the hypotheses will be tested and several inappropriate ones will be pivoted. Finally, the four boxes on Business Model Canvas will be adjusted to suit to the findings.

### **3 Qualitative research**

In this chapter, we will discuss our qualitative research. We will show what we have done so far based on its characteristic. A list of grounded question will be mentioned. Moreover, the analysis will revolve around the interview with private customer and organization. After that the reliability and validity will be brought up next. Then, the summary will end the chapter.

#### **3.1 How qualitative research was applied?**

Qualitative research usually asks open-ended questions so that the respondents can use their own words to answer. Observation and personal interviews can be included in this qualitative. Because it is designed for small group sample, we can spend more time for each participant; from 90 minutes to 120 minutes listening to their stories. (Carolyn M. Brown, Oct, 2010). Moreover, the important effect of qualitative research is to understand market, customer's feelings, values, and perception of particular product. Moulton-Abbott, a certified professional research consultant and principal of Newfound Insights, a Virginia Beach-based market research firm mentioned that as long as you know the motivation why they react in certain way, you can make use of their answer to build marketing plan (Carolyn M. Brown, Oct, 2010).

Executing qualitative research, it was said that qualitative research could consist of observation and participant's observation, interviews, and researchers' own perceptions and impression. There are three kinds of interviews, including structured, semi-structured, and unstructured. Structured interviews require a specific time-frame with certain questions prepared beforehand in advance. It shares some resemblance with semi-structured except for some new questions brought up at the interview. Whereas, unstructured interview has loose time-frame and the questions are not necessary to be prepared in advance (Myers 2009, 8-9, 124). Hannah Baker Hitzhusen, vice president of qualitative research at CMI, a market research firm in Atlanta states that it requires asking right people, right question in right format (Carolyn M. Brown, Oct, 2010). It means that certain group of respondents must be segmented in accordance with the objectives of the research. Therefore, when doing the qualitative research for Viet'S

Corner, three groups were divided: competitor, school-organization-company and private customer. With certain time we could spend with them, we can not only observe their reaction but also get useful advices for our business idea.

Moreover, Mr Robert E. Stake, PhD, author of *Qualitative Research: Studying How Things Work* and director for the centre of instructional research at the University of Illinois also mentioned as follows: "The means are different in different situations. It's what you are interested in that defines qualitative research. It isn't the style of data gathering, it is whether or not you are interested in the experiences of your customers or clients." (Carolyn M. Brown, Oct, 2010). Thus, besides dividing three separate groups as mentioned above, different themes for different group of Viet'S Corner were set. According to each background of interviewee, we would have different questions based on their experience. As a result, semi-structured would be our choice so that we could be flexible with the interview theme. Because different interviewee had different background, and characteristics, the preparation would be the objectives together with questions theme.

### **3.2 List of grounded questions for the interview**

As mentioned in the research approach part, semi-structured interviews with private customers and organisations will be implemented to have an insight into customers. Before each interview, we prepared an agenda carefully which includes objectives and questions and after that, the agenda would be sent to the interviewee. Thus, that seems to be more convenient for the interviewees to catch their roles and main points in the meetings. Regarding the formation, two themes where questions are structured will draw a clear picture about ideal characteristics of a catering company and opinions towards Viet'S Corner. Then, based on the answers, following questions will be designed in order to fit the flow of the interview and the objectives as well.

### 3.3 Interview analysis

#### 3.3.1 Private customer

Our qualitative research moves on with six-private- customer interviews, including one with the program director of Porvoo Campus, four teachers of HAAGA-HELIA, and one employee of entrepreneurship organization. The theme for the meeting concentrates on four points, consisting of how often the customers use catering service, which service feature they would like to receive, and what kind of service type they want to have together with the recommendation for Viet'S Corner.

Overall speaking, thinking of deciding factor, most of the respondents preferred quality to price. Five out of six interviewees agreed that it was crucial to take the quality issue in mind. Although price was not the first factor, it was said that it must be calculated right and prepared in the package in advance. Besides, being customer-oriented and the easiness to do the business were considered important as well. What's more, though half of the replies wanted the catering service could adapt to their home country's food taste, the rest would prefer the authenticity. Generally, those were an overview picture of the customer interview. Information in more details will be analysed in accordance to each customer's case as follows:

The first interview we had was the program director of Porvoo Campus. Along with the advice for us as a program director, she provided us quite a lot of suggestion as a private customer. In her mind, Vietnamese food images were healthy and tasty because it had a lot of vegetables. To her, it would be much better if the foreign food could adapt to Finnish taste. However, she rarely used catering service, especially full package due to the limited kitchen's space. Nonetheless, she would prefer it if the service provider could pre-cook food earlier before coming to the customer's place. Moreover, she listed promise keeping as the most important service feature besides price and quality. In order to implement the marketing plan, she highly recommended social media and shared our business idea with everyone we met. Given our value "Healthy", she also told us to make offers to sport associations.



After the interview with the director, we continued the second meeting with a senior teacher of HAAGA-HELIA giving us quite a lot of advices on our service. Because he had not used catering service before, he usually came to the restaurants and bought take-away food or ordered the food, then asked for the delivery service. The food he chose varied from Chinese dishes, Japanese, Mongolian to Indian ones. Since Asian food was not his daily meal, it took a long time until he ate it again. He also revealed that when hanging out, sometimes his choice was influenced by his friends who wanted to eat Asian food. When talking about the service feature, he said a good service provider must take care of any customers' details, such as asking about customer's allergy issue and informing every ingredient in each portion. To him, showing good quality was always wise because he needed to know what he paid for was worthy. In addition, easy way of doing business was also necessary for him, for instance payment method and convenient reservation, i.e. online, phone or appointment. Referred service type, like first interviewee, he would like the catering company to prepare food in advance before delivering to his home. The reason he refused the catering company to cook at his home was he disliked staying at home to instruct and show things around. Another excuse was that home was a private place and people usually felt uncomfortable when there were strange people inside. Like a consultant, he suggested us cooking Vietnamese food at school and building a community for those who were interested in Vietnamese food and culture so that the customer could know who you were in reality. Although it is a long-term process, in our opinion, creating a community is obviously an appropriate solution for Viet'S Corner issue at the moment to build an engagement between people who are interested in Vietnamese culture and cuisine.

The third interviewee was another senior teacher of HAAGA-HELIA. When asked about the frequency, he only used twice or three times per year on special occasions, such as birthday. Most of his order was from the reference of his friends and colleagues. He said that he used several catering services after trying their food offered some times to HAAGA-HELIA Porvoo Campus. Because he knew their quality, who and how professional they were, he would be more open and willing to use their service. Additionally, in his mind, a good price should be from 8 to 10 euros. Moreover, the catering suppliers should consider carefully the issue about health and diet of cus-

tomers. Regarding the service type, he would like to order food first, and then come to their premises to pick up the food. Furthermore, his recommendation was to adapt to customer's taste when serving African customers.

The next respondent was another senior teacher of Porvoo Campus. For a long time, she had used the catering service (usually SMEs, from 3-5 employees in regional area) at home for parties, for instance birthday. In several occasions, the catering company served as an event planner to design the day and prepared the food at the same time. Full package was preferred, especially it would be great if the company could bring food, warm, serve and clean-up everything. Since she had tried Vietnamese food before in Stockholm, she really loved the tasty, spicy, more vegetables and rice food. Additionally, what she expected towards a catering service was good quality and customer orientation, which means that if she emailed, she would look forward to their reply and an appointment to discuss more. Although she would like to keep the traditional Finnish theme, she might consider about Vietnamese theme for other occasions. Besides, in her opinion, how to find the place of the firm was regarded important too because she would like to find it easy to access the information on the website. More importantly, she advised us to contact women organization MARTAT, in which we might have a chance to offer cooking course and guide people not only about the food but also culture. Moreover, she emphasised the importance of being customer-oriented, in which we should pay more attention to understand the customer's expectation and need.

After that we had a chance to interview a teacher, who used to be an entrepreneur and had experience in running Cellar Café. He was also one of the Entre-Trainers for the pilot course, which was a part of International EU-funded Entre-Coach Project. During the interview, customer orientation was once again mentioned. Although he had never used catering service before, he would like to have it for his house warming party, and full package was his favourite. Regarding the service characteristics, on one hand, he stressed the quality of the food besides the right price. On the other hand, he pointed out that good food could be easily found with good chefs, but intangible value was different. In other words, it meant that intangible things played an important role. For instance, catering companies should be friendly in front of the customers. If you

provided a good caring for customers, you would create good experiences, which made word of mouth spread and other people would want the catering company to cater their events. Thus, he advised us to add more intangible thing to our service, such as taking more care of the customers, listening to them so that we could understand their wants and needs. In order to increase the brand awareness, he also suggested social media to us and few tips to market yourself by your own customers. Given Word of Mouth (WOM) was slow but effective, he told us to quote few good words from customers or upload pictures, video clips, showing customers were enjoying your products and services. One more thing was that he reminded us to think “Out of the box” and always evaluated ourselves to develop. “Because people usually do their daily routine and they forget coming back to the starting point to reconsider. Therefore, Viet’S Corner should have a person who can assess their current situation as well as the previous one so the company can have further improvements”, said the coacher.

The final one we interviewed was one employee, who was working at Yritys Helsinki. When being interviewed about her habit, she said that she usually ordered food and the company delivered them to her home. For her, qualities of food and hygiene issues were the most important things. Furthermore, the easiness to do the business was again paid attention to. She expressed her opinion that she would like to see nice pictures on website with sufficient details, for example price and ingredients. In her case, price from 7 to 9 euros was acceptable. Moreover, instead of serving Finnish food, it was advised that a foreigner catering service should focus on their traditional cuisine value.

### **3.3.2 Organization**

Besides the interview with competitors and private customers, organization is also another group we aim at to do the research. Most of the interviews revolve around the agreement with catering company, characteristics of the catering company, yes/no for Viet’S Corner’s offer, and recommendation for the company. In this section, we carried out five interviews with professionals. In general, in those interviews, almost everyone stressed the impact of high quality and good service as well as professionalism. Particular opinions about Viet’S Corner would be analyzed in details as follows:

First of all, most of the organizations, especially the schools had a strict contract with big catering company. Because schools wanted to prevent taking risks, they did not prefer other companies except the official ones. In addition, “Offering meals for thousands of students and staffs requires well-equipped facilities and it has to follow hygiene regulation strictly so it leads Finnish schools to choose big catering companies instead of small ones, such as Amica, Sodexo”, said the program director of Porvoo Campus. Thus, we could see that schools were not ideal customers for Viet’S Corner. When we had a chance to discuss with two program directors, they clearly emphasized the importance of quality and professionalism. According to their opinions, price was not the first factor to consider when choosing a catering service. What really matters was how the service providers make sure they had high quality and professional skills over long time of experience. As we can see after the interview, a chance for SME in general and start-up in particular to cater for a school was really hard.

When it comes to the characteristics of our business, contrasting ideas were suggested. While the first interviewee advised us to learn from Chinese restaurants, which means we should mix our taste and adapt to Finnish taste, the seventh one strongly advised us to keep our traditional recipe.

After that, we had the second interview to discuss and listen to experience sharing of President of a start-up. A whole story of the company was told, from the beginning stage to current situation. Thanks to the meeting, we could learn about the supporting grant, and creative marketing channels. The most interesting thing during the interview was the way she advertised about the company. We found it very cost-efficient to listen to her tips with the small budget for marketing.

Regarding SME case, President of the branding and marketing company In Asia – Pacific and Europe also shared a mutual idea about high quality like the opinions of two program directors above. She defined the word “SERVILITY” and explained to us about the attitude of the business. According to her, it is always wise to make customers feel like to have a full package and receive high brand value right from the moment

when starting business. Moreover, she advised us to contact secretary or assistant in some companies when we asked about the target customers. Besides, communication department of city organization and tourist agency were recommended. After that, in order to market the company itself, it was advisable to contact the writer of some gastronomy magazine and ask the possibility to write about the company instead of spending thousands of EUR for one advertisement space in newspaper. When it comes to the recommendation, the most valuable thing during this 2 hour meeting was the proposal to be her partner since her business has an interaction with Asian, especially Vietnam market.

Finally, as the reference from the interviewee of the entrepreneur above, we came to listen to the consultancy of a teacher in HAAGA HELIA. As he had strong experience with restaurants in Helsinki, it was a memorable meeting to get supporting idea to develop our business. Before meeting him, we had come to meet the manager two catering companies. When mentioning about the possibility to start a catering service before opening a restaurant, they expressed their opinion about the difficulty to do that way because people usually had a restaurant before providing a catering service. However, he gave us two examples of catering companies, who had the catering first to increase the capital until setting up restaurants. What's more, once again, he highlighted the priority of high quality and effective food making process, which could be summarized by the questions below:

- How to make the product efficiently?
- How to keep the food always similar? ( taste, appearance, and size)
- What is the capacity per day/ hour?
- How to market them?
- How to deliver them?

One suggestion for us was that first of all we should focus on only one product. As soon as the customers know our brand, and they are satisfied with our service, we will introduce new menu afterwards. About the logistics, he pointed out when we should accept to deliver the food, when we should ask the customers to pick up, and when to

say no to customers.

### **3.4 Reliability and validity**

As discussed in the project methodology, qualitative research lets Viet'S Corner to figure out customers' needs and expectations. Apparently, validity and reliability must be emphasized not only in quantitative research but also qualitative research. According to Patton (2002), validity and reliability have to be taken into account when structuring a study, analysing results and evaluating the quality of the study. The term of reliability is defined as "dependability" (Lincoln, Y. S., & Guba, E. G., 1985, p.300). Along with that, "Quality, rigor and trustworthiness" is used to describe the concept of validity (Davies, D., & Dodd, J., 2002).

Based on those concepts and characteristics, we carefully check the data we had during the research. For the secondary data, it was ensured to be from official and scientific sources. Moreover, the material was accessed from well-known and trustworthy organization (Saunders, M.Lewis, P. & Thornhill, A. 2007, 265, 267). Thus, we could make sure the source was reliable enough to use as supporting tools to build interview theme and questions before each interview. For the primary data, the data we collected was given by professional people and experts in the topic we asked. Besides, much information we got so far was from the guidance from the supervisors. Moreover, the validity of the interview was proved by the fact that the theme covered different aspects of the topic, and the questions were clear to the interviewee (Saunders, M.Lewis, P. & Thornhill, A. 2007, 319-344).

### **3.5 Summary of the analysis**

Based on the findings, we figure out our three value propositions "Cultural – Healthy – Convenient" certainly fulfil the customers' expectations. In recent years, the demand of learning Asian cultures has increased rapidly because Finnish companies intend to expand business operation in Asian countries. That leads them to be acquainted with Asia. Therefore, noting the upward trend of interests in Asian cultures, Viet'S Corner does serve only our traditional food and more importantly, we also desire to introduce

precious values of Vietnam to customers. When it comes to the second value, obviously, healthiness is placed as the priority when regarding making food in Finland. Food must be met health regulation and customers want to be informed ingredients and nutrition in each dish. Hence, when offering catering services, Viet'S Corner has to take care of health issues from every customer. Last but not least, "Convenient" is one of the most fundamental factors which influences customers' decision. Customers always expect to be served as a King and feel caring from catering companies. To fulfil their demand, customer-orientation and easiness to do business must be considered carefully so in the beginning, we brought the third value "Convenient" to our customers. All in all, we can conclude that the customers welcome our value propositions "Cultural – Healthy – Convenient".

Apart from positive results, the interviewees also gave us recommendations in order to improve the business. Obviously, the larger the size of company is, the more demand it has. Instead of offering services to big organisations, Viet'S Corner should create occasions to interact with customers. Thanks to those events, we can introduce who we are, what products we offer and how professional we are. Besides that, we can create demands about Vietnamese food by ourselves through organising a community. That will be an ideal place for participants to share and discuss Vietnamese culture and cuisine. Furthermore, Viet'S Corner is encouraged to offer service packages which combine introduction to Vietnamese culture and Vietnamese traditional dishes. Those absolutely fulfil current needs of Finnish companies when they intend to invest into Vietnam, which is regarded as the potential market. Last but not least, we are advised to always spend time on reviewing in the past and planning for the future. In other words, after a certain period of time, all activities in the past should be evaluated and then the company can find out the ways to do better. Along with that, preparation to the future has to be considered because when getting a stable place in the market, the number of customers will be raised quickly. If Viet'S Corner was not cable of meeting their demands about high quality and amount, the company would suffer damage in the reputation.

Last but not least, Facebook community is a bridge for us to interact with customers. In other words, through Facebook activities, we can create opportunities for people to

have fun, meet new ones and more importantly experience Vietnamese culture and cuisine. The process apparently takes a certain period of time; however, its efficiency cannot be deniable since Viet'S Corner can engage with customers and additionally compose the demand for Vietnamese food and culture. Moreover, it is recommended to offer only one symbolic Vietnamese dish to customers in the beginning because customers need time to be familiar with Vietnamese cuisine. Along with that, the company is able to maintain the highest quality of the dish; then, another dish will be introduced to customers.



## 4 Quantitative research

This chapter discusses about the quantitative research used to test for the behaviour of different groups of people towards catering service and Vietnamese cuisine. The chapter starts by determining how quantitative research was applied in the project. Then, population and sampling section describes the channels we used to get the responses, types of samples and the numbers of respondents for each sample. Next, measurement of variables is mentioned in the second section, which is followed by the main section of this chapter, data analysis. After that, we analysed reliability and validity of the quantitative research. Finally, summary of the research is presented in the last section.

### 4.1 How quantitative research was applied?

For quantitative method, its tool is questionnaire, in which closed ended questions were used, for example “yes” or “no” and multiple choice to get numerical data (Carolyn M. Brown, Oct, 2010). Thus, with that character, it helps us access bigger sample which leads to a more accurate picture of the market although the sample is not really flexible. In addition, Greg Rice, a principal of Kelton Research, a market research firm based in California emphasized : "You get a lot of depth in your questions and you can do things like observe people's reactions, and not necessarily what they say, but how they react with body language" (Eric Markowitz, Nov 9, 2010). Therefore, the questionnaire was delivered not only at the events related to International Student Entrepreneurship Society but also on the Ravintola Päivää on the 17<sup>th</sup> of November to see how people reacted towards our business.

Regarding the process, studying the material of Mr. Eric Markowitz, a staff of Inc.com, who previously at Vanity Fair, also known as a reporter on start-ups, entrepreneurs, and issues that affect small businesses, we had a procedure that is suitable for our own research as follows:

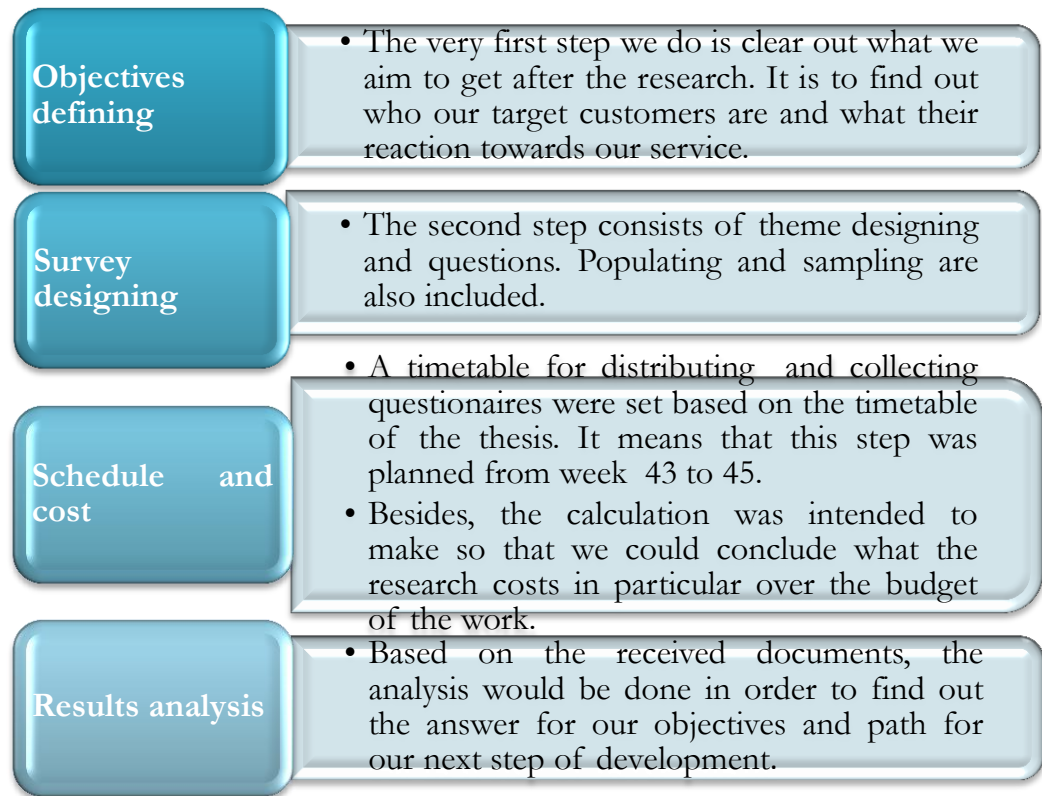


Figure 10: Viet’S Corner’s procedure of the research project

## 4.2 Population and sampling

The quantitative research (from week 43 to 45) was carried out along with the data collection. In total, we had 100 respondents. The questionnaire gathering was made via three channels, consisting of the events of International Student Entrepreneurship Society, Webropol, and face to face interviews. Our sample varied with aspect of age, income, level of education, marital status, and place. The smallest group we had was 22 and under 22, at least 16. In brief, the table below showed the channel and the amount we got:

Channel	Sent	Received	Percentage of answered response
Events	100	47	47%
Webropol	30	19	63%
Face to face interview	34	34	100%
<b>Total</b>	<b>164</b>	<b>100</b>	<b>Approximately 61%</b>

Table 6: Statistics of Viet’S Corner quantitative research.

As we could see from the table, among the answers, we had 47 from events via International Student Entrepreneurship Society.

The rest was from 34 face to face interview and 19 replies from Webropol. We chose those because it was said that face to face interview could help bring more accurate and immediate responses from interviewees. However, it took a certain amount of time from the interviewees (Veal, A.J., 2011, 260). That was why we also had the survey on Webropol to compensate it. Although the survey on the Internet had its own disadvantage: low response rate, it could access bigger sample of respondents. Moreover, it was a good idea to let the respondents raise their voice in anonymous way (Veal, A.J., 2011, 268). Therefore, from our own contact, we sent link of our survey and got 19. Besides, we also got the survey done via our personal contact we have, including Vietnamese people community, our colleagues, and the customers we met on Ravintola Päivää 17/11. Each interview took us around 15 to 25 minutes to cover all issues of the questionnaire.

### **4.3 Measurement of variables**

Questionnaire plays an important role in the data collection method of this study. As the study is conducted by three members, it will be more consistent if there is a standard draft of completed questions to deliver to the respondents. In that way, the questionnaire helps to reduce the personal perspectives and emotion affected to the questions given to the respondents. Moreover, the data collected from the answers of the respondents will be recorded accurately for further data analysis. (Hague, P.N., Hague, N. & Morgan, C.A., 2004, 98-99)

Hague and Paul N (2004, 99) divides a questionnaire into three types which are structured, semi-structured and unstructured questionnaires. According to the objectives and nature of the study which is based mostly on the customers' insight of the catering service, the data collected from the research must cover a broad view of opinion from over hundreds of respondents in capital areas in Finland. Therefore, we decided to design a structured questionnaire consisted of 18 closed (multiple choice, single choice,

rating scale and yes/no) and open-ended questions. The questions are arranged in two sections depending on the type of information extracted from a respondent. In other words, the questionnaire provides the personal information of the respondents and the catering service information.

Regarding the first section of the questionnaire, namely background information section, there are 9 basic questions asking the respondents their biographical, geographic and psychographic information. The aim of this section is to build the profile of the respondents corresponding with their attitude explored from the second part of the questionnaire. In other expression, the data collected from this section will be combined with the data from second section to build the completed image of respondents who mostly preferred the characteristics and values of Viet'S Corner catering service and become the potential customers of the company.

When it comes to the second section, 9 questions including scales, multi-response, dichotomous and open questions that explore the general overview about catering service and particular information about Vietnamese cuisine and culture for the company. To measure the respondents' perception and attitude towards catering service, questions 11 to 13 use four point agreement scales in which 1 represents "least considered", 2 symbolizes "less considered", 3 corresponds to "more considered" and 4 stands for "most considered".

The general information, corresponding to questions 10 to 14, reveals how respondents used catering service, what are their expectation and requirement, what do they mostly concern when choosing catering service, how was the service they used previously. Lastly, four questions number 14 to 18 are literally important to the outcome of the study to the extent that these questions extract the attitude and behaviour of the respondents towards Vietnamese cuisine and Vietnamese culture. These questions draw a picture of the respondent's familiarity with Vietnamese food, their interest in Vietnamese cuisine and culture as well as their possibility to join in the company's community. Specifically, the last question also asks if the respondents can leave the contact information so that the company can invite them to join in the community.

Moreover, the contact information can be the grounded information for the development of communication channels to reach company’s potential customers.

#### 4.4 Data analysis

This chapter discusses about the analysis of responses collected from the research. The responses were successively coded and transferred to Excel programme before they were analysed by SPSS programme. There are a variety of statistical tools provided by SPSS software that were used to analysed the responses, for instant frequency table and graphs, bar charts, cross-tabulations. The analysis was divided into three sections. The first section discussed about the classification information of the respondents which reveals their age, marital status, income level, education level, and living location. The second part explored the relationship between the respondents’ profile and their insight into catering service. Afterwards, the final sections figured out the behaviour of the respondents towards Vietnamese cuisine and culture, being the most important part of the analysis.

##### 4.4.1 Classification information

After two weeks, 100 responses from people at a variety of age, net income, level of education in Porvoo, capital areas including Helsinki, Espoo, and Vantaa and other places were collected. The table below summarizes the amount of respondents in 6 different categories:

Item	Variable	Frequency	Percentage
Age	22 and under 22	35	35
	23-34	21	21
	35-44	23	23
	45-54	9	9
	55-64	8	8
	65 and over 65	4	4

Table 7: Age of respondents (N=100)

As can be seen in the table, in terms of age, most of respondents are at the age from under 22 to 44. More specifically, there are 35 people from under 22 to 22 while there are also 21 and 23 respondents from 23-34 and 35-44 years old respectively. On the contrary, the number of respondents who are at other age groups including 44-54, 55-64, and 65 and over 65 only accounts for 21 people totally. Although there is a big gap between the numbers of respondents of each age group, the accuracy of the analysis is not affected because most of people over 45 years old have some similarity in other factors.

<b>Occupation</b>	<b>Total</b>
Student	41
White collar worker	32
Blue collar worker	9
Pensioner	8
Entrepreneur	7
Unemployed	3

Table 8: The occupations of respondents (N=100)

There are 100 responses regards to the question about the profession and the answers are varied. To simplify an analysis process, the responses are classified into the six main groups, namely Student, White collar worker, Blue collar worker, Pensioner, Entrepreneur and Unemployed. Apparently, most answers came from students, accounting for 41%; followed by White collar worker with 32%. The percentage of Blue collar worker, Pensioner and Entrepreneur is 9%, 8%, and 7% respectively. The statistics showed that most respondents were student; however, when grouping White collar worker, Blue collar worker and Entrepreneur into Employed, the number of employed is higher than the number of student, 48% compared to 41%. Hence, the analysis can provide the reliable and valid findings at the end.

Marital status?	Gender		Total
	Male	Female	
Single	20	14	34
Married	16	26	42
Other	10	13	23
Total	46	53 (Missing 1)	99 (Missing 1)

Table 9: Marital status and gender of respondents (N=99)

When it comes to gender, the proportions of male and female in the sample are fairly equal, 46% and 54% respectively. Among them, there are 99 respondents mentioned their marital status. As can be seen, married group is the most representative group in which 26 people are female and 16 people are male. Following is single respondents with 20 male and 14 female.

It can be said that married women and single male account for one fourth and one fifth in that order of the research population so their behaviour and attitude towards catering service might have some effect on the results of the research.

Item	Variable	Frequency	Percentage
<b>Monthly net income after tax</b>	Under 1,800 euros	50	50
	1,800-2,800 euros	17	17
	2,801-3,800 euros	15	15
	3,801-4,800 euros	15	15
	4,801-5,800 euros	3	3
	Over 5,800 euros	0	0

Table 10: Monthly net income after tax of respondents (N=100)

Regarding income factor, half of the respondents earn under €1800 per months which becomes the dominant income group of the research. The numbers of respondents who have income at €1800-€2800, €2801-€3800, €3801-€4800 are 17, 15 and 15 in that

order. Besides, there are only 3 people who have net income from €4801 to €5800 while there are no respondents who have income over €5800.

Item	Variable	Frequency	Percentage
<b>Level of education</b>	College	17	17
	High school	17	17
	Bachelor degree	41	41
	Master degree	23	23
	Doctorate degree	1	1
	Other	1	1

Table 11: Highest level of education of respondents (N=100)

Turning to level of education, there are 41 respondents were awarded Bachelor degree as their highest level of education. Respondents who have Master degree account for 23 people. There are the same numbers of respondents studied to college and high school which are 17 people. However, there is only one respondent getting Doctorate degree.

Item	Variable	Frequency	Percentage
<b>Location</b> Missing responses: 3	Helsinki	32	32,7
	Vantaa	31	31,6
	Espoo	25	25,5
	Porvoo	7	7,1
	Other	3	3,1

Table 12: Location of respondents (N=100)

Finally, most of the respondents are living in Helsinki, Vantaa and Espoo due to the reason that the questionnaires are delivered to the people in capital areas, especially in the authors' neighbouring areas in Vantaa and to members of entrepreneur organization. Furthermore, the questionnaires are also given to visitors of Ravintolapäivä in Porvoo Campus on 17/11/2012 where the authors also had a stand to sell Vietnamese



spring rolls. The proportions of respondents living in Helsinki and Vantaa are fairly equal, 32.7% and 31.6% respectively. Following is respondents in Espoo which accounts for 25.5% of the sample.

Hobby	Total
Sport	46
Traveling	13
Gardening	2
Play games	2
Cooking	9
Family gathering	3
Watching movies	2
Music	5
Reading	6

Table 13: The hobbies of respondents (N= 88)

When it comes to hobbies, most respondents are interested in playing Sport, accounting for 46 people, followed by Traveling with 13 people. Cooking is placed as the third position with 9 respondents. Generally, most people in Finland like to play sport so the concept of “Healthy” is probably regarded as an important point influencing their eating habit.

Monthly net income after tax	How old are you?						Total
	22 and under 22	23-34	35-44	45-54	55-64	65 and over 65	
Under 1,800 euros	33	7	3	1	5	1	50
1,800 - 2,800 euros	0	8	5	2	0	2	17
2,801 - 3,800 euros	2	4	2	4	2	1	15
3,801 - 4,800 euros	0	2	11	2	0	0	15
4,801 - 5,800 euros	0	0	2	0	1	0	3
Total	35	21	23	9	8	4	100

Table 14: Age and monthly net income of respondents (N=100)

Because half of the sample is respondents at 22 and under 22 years old and the dominant income group of the research are under 1,800 euros, there are one third of the respondents belong to those two groups. Following is respondents from 35 to 44 years old with monthly net income from 3,801 to 4,800 euros. The other combining groups between two factors have minor proportion among the whole sample.

Net income	Highest level of education				Total
	College	High School	Bachelor degree	Postgraduate	
Under 1,800 euros	12	16	18	4	50
1,800 - 2,800 euros	4	1	9	3	17
2,801 - 3,800 euros	1	0	9	5	15
Over 3,800 euros	0	0	5	13	18
Total	17	17	41	25	100

Table 15: The relationship between respondents' highest level of education and income (N=100)

From the table, respondents with college, high school and bachelor degree as their highest level of education tend to have income below 1,800 euros, 12%, 16% and 18% respectively. On the contrary, postgraduate respondents are likely to earn more than 3,800 euros per month. It can be said that, the respondents who acquired higher educational level tend to earn higher income.

#### 4.4.2 Respondents' profile and their insight into catering service

Questions 10, 11, 12 and 13 were designed to mention the types of service that Viet'S Corner offers to the customers, the company's value propositions, the factors that company have high level of qualification and the using frequency of some types of catering services that the customer have used before. Therefore, understanding the respondents' behaviour and attitudes towards catering service will support the process of customer development of the company. On the other words, the potential customers' profile can be built by answer these following questions:

- What is the profile of respondents who usually use catering service that Viet'S Corner is offering?
- Who selected Viet'S Corner value proposition among other values as their most preferred option?
- Who chose the factors of catering company that Viet'S Corner can fulfil?
- What types of offer meet the requirements of the potential group of customers found after answering three questions above?

The crosstab analysis between personal information and general information about catering service will be made to find the answer for those questions above and draw full pictures of potential customers.

**The interaction between catering service usage frequency, types of service and user's net income**

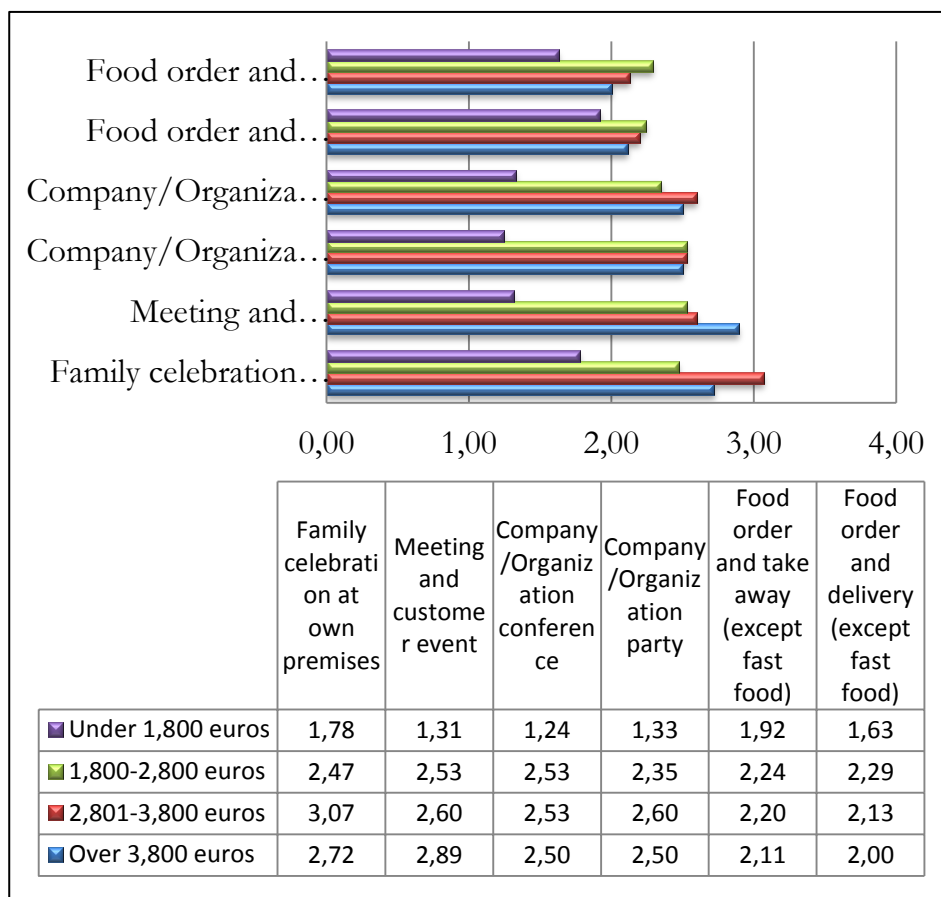


Figure 11: Cross-tabulation bar chart of income and catering service usage frequency (Mean 1-4 with 1: least preferred – 4: most preferred)

As can be seen from the bar chart, respondents usually used catering for family celebration at their own premises 4-5 times per year in which the average mean of the scale is 2.51/4. Following family celebration is meeting and customer event catering in which respondents also ordered the service 1-3 times per year as the average mean of the scale is 2.33/4. On the contrary, people did not order food and take away or delivery to home as often as other types of catering services.

Regarding the relationship between income and catering service usage frequency, among people who used catering service for family celebration, the ones who have income from €2,801 to €3,800 appears to use the service most frequently for 4-5 times per year. For the meeting and customer event catering, respondents with income more than €3,800 has the biggest mean of scale for the time of using service with 2.89/4. Furthermore, people who have income over €2,800 tend to use all types of catering service listed in the answer options more frequently than other people with lower income except food order and takeaway or delivery.

In sum, it can be indicated that people frequently order catering service for their private celebration or for meeting and customer event. Besides, there are mostly people who have higher income more than €2,800 are able to afford for the cost of catering service at home or company. People with lower income than €2,800 usually choose to use simple catering service such as food order and take away or food order and delivery. Therefore, according to Viet'S Corner's main catering service, it is clear that customers with the income over €2,800 should be targeted since those people have higher possibilities to used Viet'S Corner catering service.

**The interaction between factor to choose catering service and respondents' income**

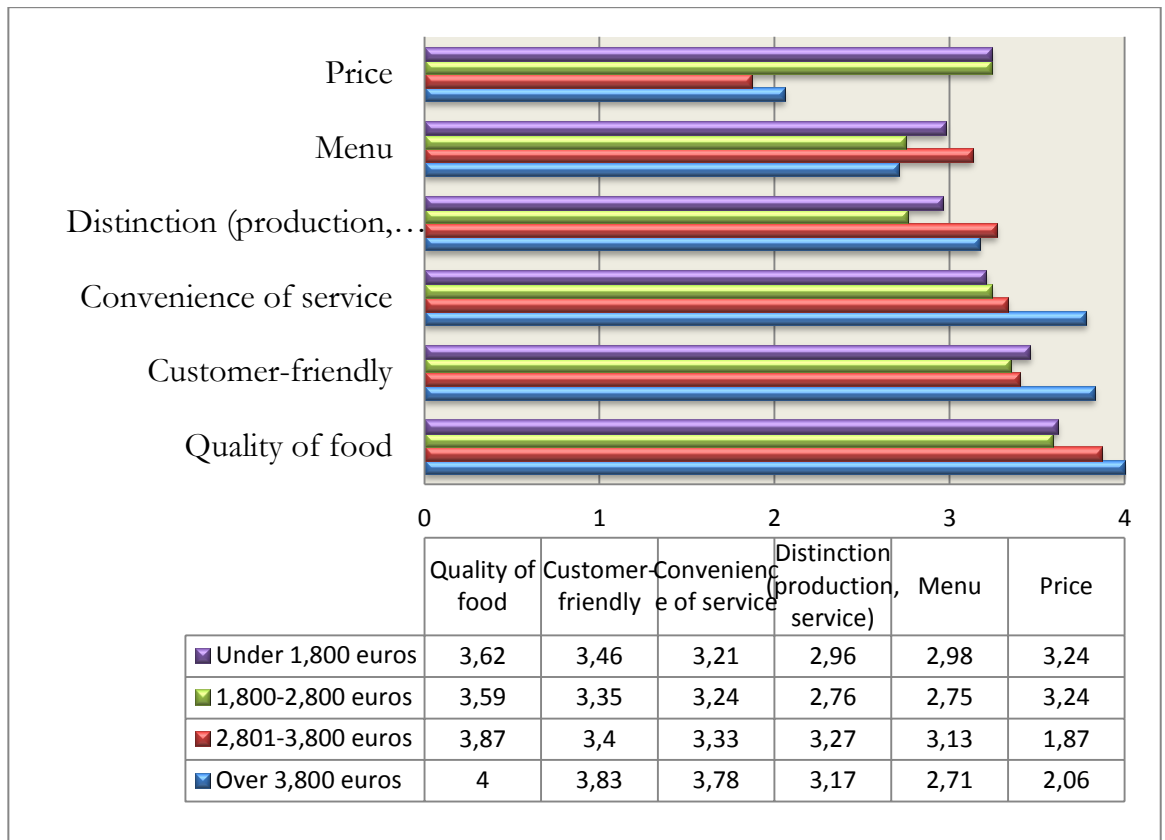


Figure 12: Cross-tabulation bar chart of income and factor when choosing catering service (Mean 1-4 with 1: least considered – 4: most considered)

According to the cross-tabulation, respondents concern quality of food as the most important factor when choosing catering service with the average mean at 3.8. Especially, all the respondents who have income over 3,800 euros completely selected quality of food as their first concerning when order catering service. Following quality of food is customer-friendly factor with the average mean at 3.5. Once again, respondents with income over 3,800 euros have the highest consideration compared to respondents from other group of income. Third ranking factor is “Convenience of service” when its average mean is slightly equal to customer-friendly factor with 3.4. For this factor, respondents earning more than 3,800 euros per month have the highest average mean with 3.78. Being lower than three factors mentioned earlier are distinction, menu and price with the average mean at 3.1, 2.9 and 2.6 in that order. However, different from the first, second and third factor, distinction, menu and price are mostly considered by the respondents having income less than 3,800 euros.

On the whole, respondents prefer quality of food, customer-friendly and convenience of service when they choose catering service, especially with people who have income over 3,800. Besides, it can be easily understood that people tends to consider carefully the price of the service if they have income lower than 3,800 euros. This result would be interesting to Viet’S Corner because all of these factors are substantially met by the company. By understanding what makes customers choose catering service, the company can focus on developing those factors; vice versa, if the characteristics of potential customers are recognized, Viet’S Corner can define its market segments and focus on those customers to gain sales.

### The interaction between service’s values and respondents’ income

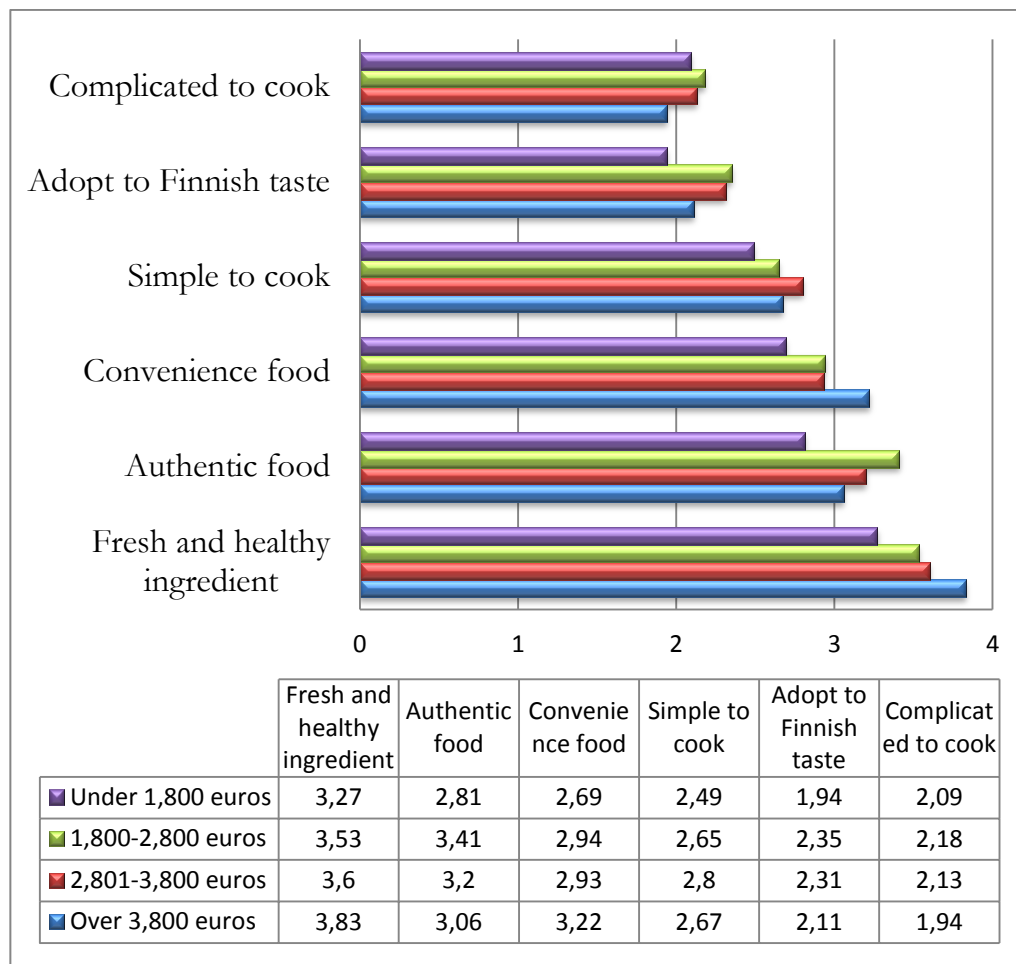


Figure 13: Cross-tabulation bar chart of income and characteristics of food (Mean 1-4 with 1: least preferred – 4: most preferred)

As can be seen from the chart, respondents preferred mostly food contained fresh and healthy ingredient with the average mean at 3.6. Especially, all the respondents who have income over 3,800 euros dominantly required fresh and healthy ingredient for the catering. Following fresh and healthy ingredient is authentic food with the average mean at 3.1. For this factor, people with income from 1,800 to 2,800 euros are most likely to choose authentic food for their catering service. Being at the third rank is convenience food when its average mean is slightly equal to authentic food with 2.9. Similar to fresh and healthy ingredient, respondents earning more than 3,800 euros per month have the highest average mean with 3.22.

From the brief analysis above, it can be said that people really concern about the freshness and healthiness of the food as well as the authentic nature of the food. Apparently, three value propositions of Viet’S Corner entirely match with the need of customers, especially customers with income over 2,800 euros.

### The interaction between types of service offer and respondents’ income

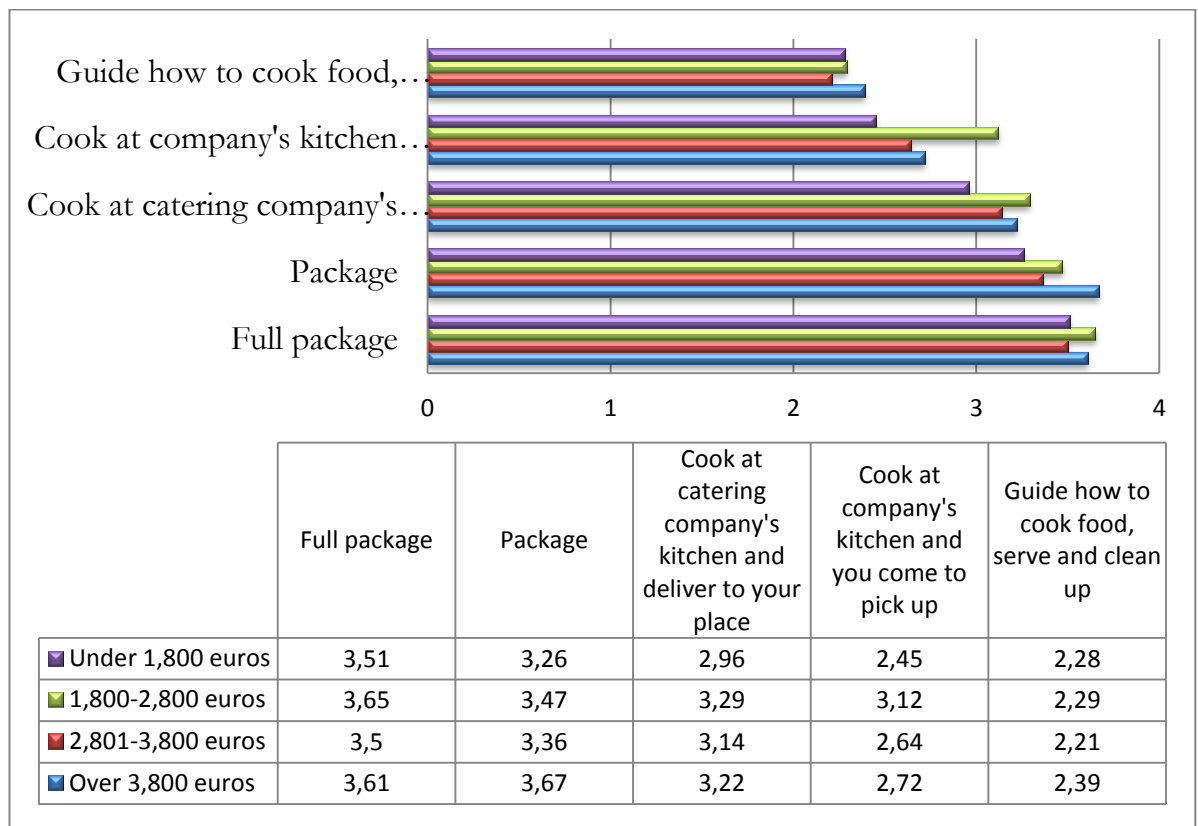


Figure 14: Cross-tabulation bar chart of income and types of service (Mean 1-4 with 1: least preferred – 4: most preferred)

The cross-tabulation bar chart illustrates the relationship between respondents' income and their preferring types of catering service. Literally, respondents preferred mostly full package service with the average mean at 3.6. Following full package is the package service with the average mean at 3.4. Being at the third rank is cooking at the company's kitchen and deliver to customer place when its average mean is slightly equal to authentic food with 3.2. The service that offer cooked take away food and the cooking guidance service become to be least preferred by most of the respondents.

In terms of income, people with income over 3,800 euros are most likely to choose package and full package for the catering service. Respondents from this income group also other types of service more than respondents from lower income group except the service offered cooked food and customers come to pick up.

Therefore, Viet'S Corner should consider to offer the full package and package service for customers, especially who have high income as they are likely able to afford the high cost of service.

#### 4.4.3 Respondents' attitude towards Vietnamese cuisine and culture

##### Respondents' experience towards Vietnamese food (N=92)

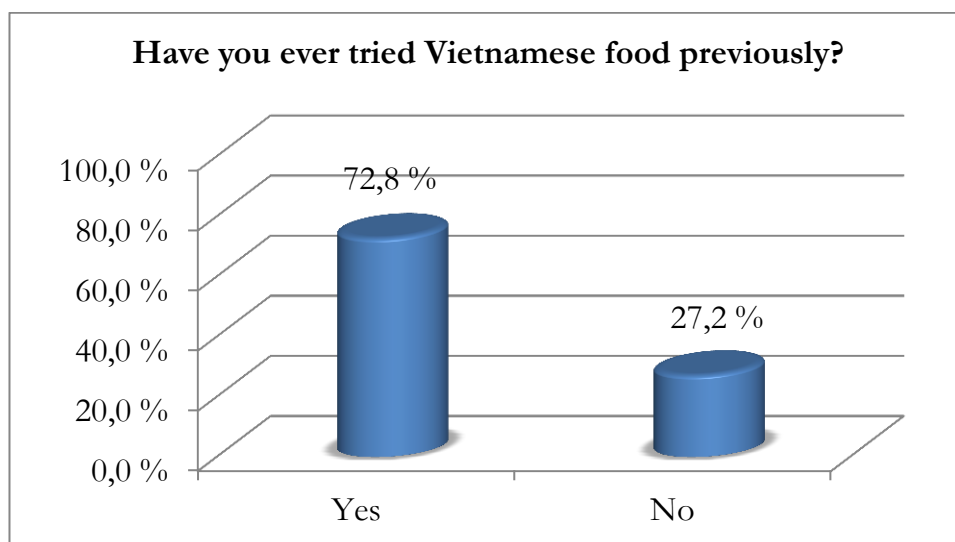


Figure 15: Respondents' experience with Vietnamese food (N=92)



There were 92 respondents in this question and the percentage of answering “Yes” was 72.8%, while the percentage of stating “No” was 27.2 %. The result is quite satisfying since it proves Vietnamese food has a specific knowledge Vietnamese food. Furthermore, the respondents’ experience with Vietnamese food can be a sufficient background to develop their interest in Vietnamese culture and cuisine in the future. As a consequence, Viet’S Corner also see the possibility of delivering Vietnamese catering service to Finnish people living in the capital area. Furthermore, there are 24 people who left their opinion about Vietnamese food. 22 of them prefer Vietnamese food due to its taste and healthiness, while the remaining ones people want to discover new culture and cuisine.

**Respondents’ interest in Vietnamese culture and cuisine (N=93)**

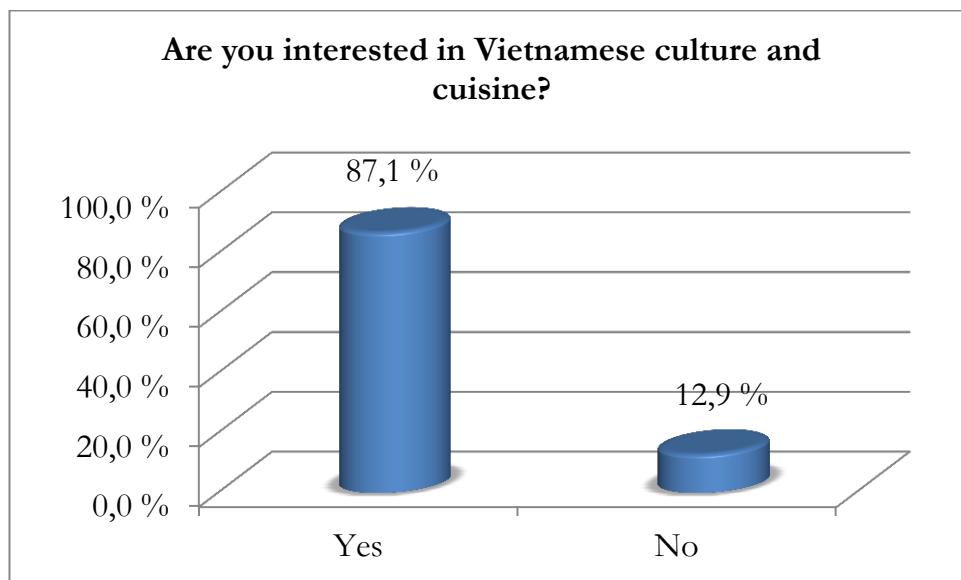


Figure 16: Respondents’ interest in Vietnamese culture and cuisine (N=93)

Among 93 people who answered this question, there are 87.1% of respondents said yes when they were asked if they are interested in Vietnamese culture and cuisine. It is absolutely the efficient outcome since it can be recognized that people are really interest in exploring Vietnamese culture and cuisine. Meanwhile, it is a feasible factor for the establishment of Vietnamese culture and cuisine community.

Obviously, 31 respondents posted the reasons why they are interested in Vietnamese culture and cuisine. The statistics from the table figure out that most of them feel in-

terested because Vietnamese food is tasty and healthy, with 14 responses. It is followed by “Interest in Vietnamese culture and people”, consisting of 11 selections. 3 of 31 respondents were impressed by the trip to Vietnam and it certainly attracted their interest.

### **Respondents’ willingness to join Vietnamese culture and cuisine community created by Viet’S Corner Oy (N=89)**

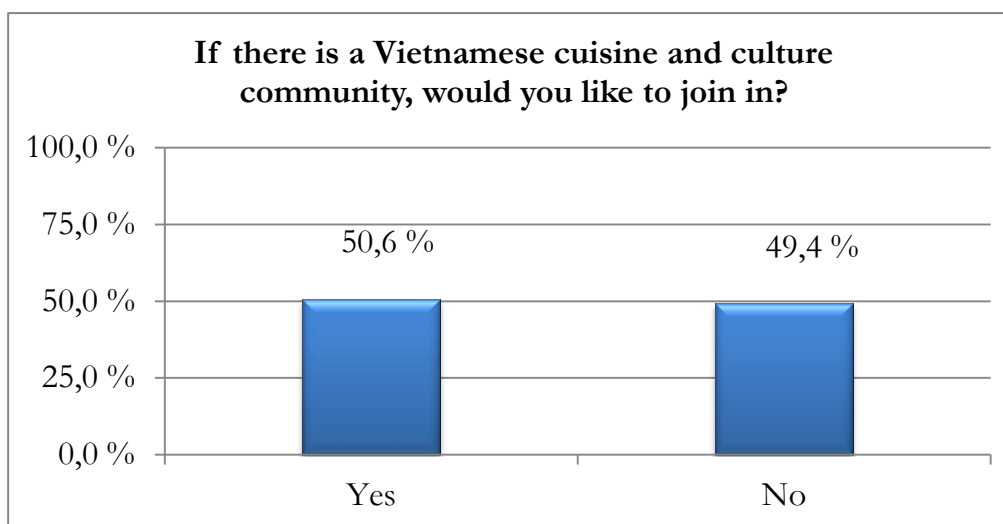


Figure 17: Respondents’ willingness to join in Vietnamese cuisine and culture community (N=89)

According to the graph, there are fairly equal proportions between the answer yes and no for the willingness to join in Vietnamese cuisine and culture community. In more detail, there are 50.6% of respondents said yes to the invitation while there are also 49.4% of them said no.

When analysing the data, the three main reasons, which lead respondents to join the community, are figured out, namely Feel interested, Love Asian food, Love to meet people in the community. There is no doubt that they are willing to join the community because this is the ideal place for them to interact with other people with the same interest in Vietnamese culture and cuisine.

Regarding the answer “No”, most of people were not willing to join the community because they did not have enough time for participating the community activities.

Hence, that important finding will guide us to build the community, where people do not need to spend much time on it. For example, if they want to cook Vietnamese food, they can get the cooking instruction video clip along with the recipe by visiting the Facebook community easily.

### **The interaction between respondents' income and their interest in Vietnamese culture and cuisine (N=93)**

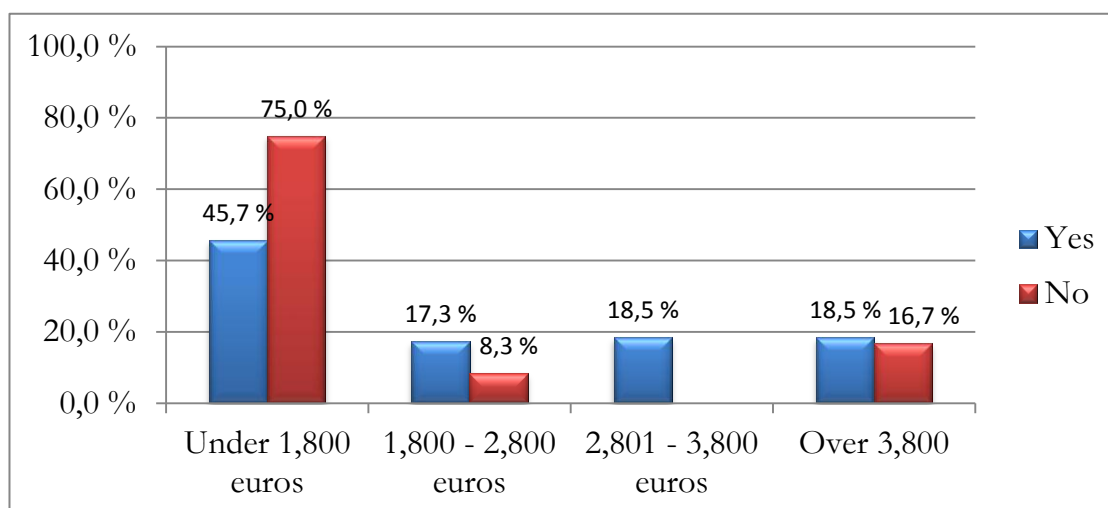


Figure 18: Respondents' income and their interest in Vietnamese culture and cuisine (N=93)

The cross-tabulation bar chart illustrates the relationship between respondents' income and their interest in Vietnamese culture and cuisine. Due to the fact that 50% of the respondents have income under 1,800 euros, there are highest percentages of people of this income group that are interested in Vietnamese culture and cuisine, being 45.7%. However, when considering the percentage of people who are not interested in Vietnamese culture and cuisine, there was a significant ratio of people who have income under 1,800 euros, being 75%. For this reason, respondents with income under 1,800 euros cannot be considered as potential customers.

When it comes to the respondents from other income groups, there is the same amount of respondents with income from 2,801 to 3,800 euros and over 3,800 interested in Vietnamese cuisine and culture, accounting for 18.5%. In addition, there was an approximately equal amount of respondents of income 1,800-2,800 euros said yes to

the questions with 17.8%. As a consequence, respondents with income over 1,800 euros have great interest in exploring Vietnamese culture and cuisine. That is to say, Viet'S Corner should pay attention to this group of people in case the company wants to build up a Vietnamese culture and cuisine community.

**The interaction between respondents' location and their willingness to join in Vietnamese culture and cuisine community (N=87)**

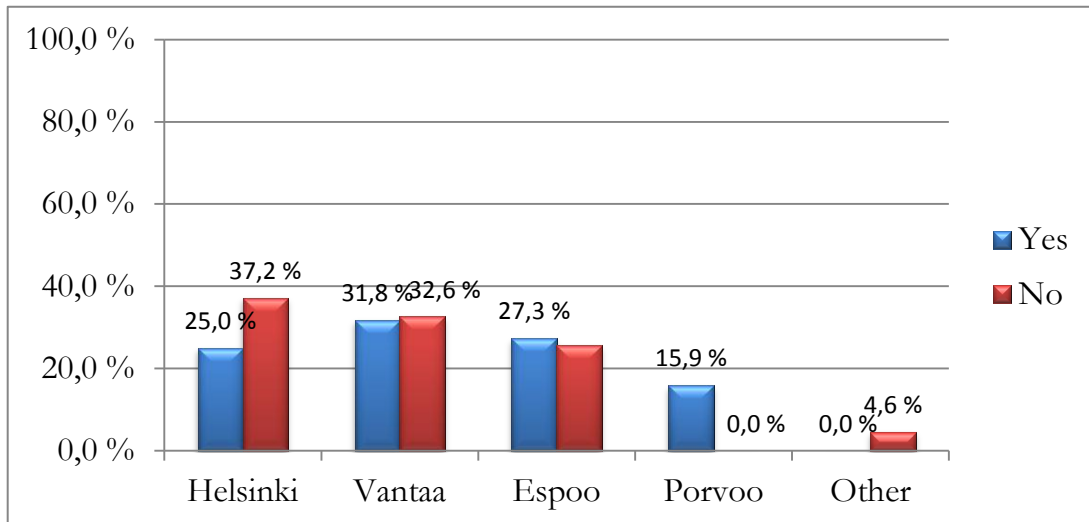


Figure 19: The relationship between respondents' location and their willingness to join in Vietnamese culture and cuisine community (N=87)

The table and bar chart shows how the respondents' living location and their willingness to join in the community refer to each other. The first to recognize is the equal number of people who are and are not willing to join the community ranging from different living location. When analysed vertically between each area, there was a greater number of respondent in Vantaa can join in the community. Espoo and Helsinki stands for the second and third position while Porvoo has the smallest number of willing respondents. Generally speaking, the pattern of the result was caused by the unbalance in the area where the questionnaire was delivered. However, if only the capital areas are focused, the most potential living location the company should concentrate is Vantaa area. Since the location of the company is in Vantaa, most of the activities and promotion will take place in the same area. Hence, it should be easier for the neighbour to follow. Nevertheless, the respondents from other areas in the capital are still

able to keep track to the events of the community because the community also includes social media channels.

<b>Profession</b>	<b>Contact channel</b>	<b>Total</b>
Student	Email	9
Employed	Email	9
Unemployed	Email	1
Pensioner	Leaflet	2

Table 16: Contact information is provided by respondents (N=21)

From the table, we can see that there are 21 respondents left contact information. 19 of them gave their email address while the remaining ones recommended the company to deliver leaflet. After providing questionnaire, we are successful to collect 19 contacts and they are helpful for us to gain the number of customers in the near future.

## **4.5 Reliability and validity**

### **4.5.1 Reliability**

According to Joppe (2000), reliability is described as following:

“...The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable.”

To put it differently, reliability is about the same results of a study reproduced repeatedly by a series of different researches with same methodology over a period of time. Hence, to ensure the highest reliability of the research, we have carefully created the proper questions in the questionnaire so that the respondents will not misunderstand or be misled by the questions. Ambiguity in vocabulary and sentence structures is eliminated by the serious consideration of three authors to make sure that the respondents are put in the appropriate context of the questions. All questions in the questionnaire

always support for specific purpose of the research in which none of the questions give useless information. Moreover, proper and simple questions also help the respondents save their time and focus on giving the most honest answers.

#### **4.6 Summary of the analysis**

This chapter summarizes the results of three sections in the data analysis chapter. The main background of respondents will be generally described as well as the overall pictures of the attitudes of the respondents towards catering service and Vietnamese culture and cuisine will be drawn up.

As it can be easily recognized from the classification result, there is a predominance of respondents at the age group 22-44, living in capital areas including Helsinki, Vantaa, and Espoo. Most of them have income under 1,800 euros and achieve Bachelor Degree as their highest educational level. However, respondents with Post-graduate degree usually have higher income from over 3,800 euros. Regarding marital status and gender, the majority of participants are single male and married female. Particularly, the reason for summarising the demographic data is to determine the major group of respondents who might affect the result of the overall attitude of the respondents towards catering service and Vietnamese culture and cuisine. Moreover, understanding the relationship between each variable of the demographic data can help us build up the completed background of potential customers who are interested in the value propositions and features of Viet'S Corner service. On one hand, if the results utterly match up all the hypotheses about Business Model Canvas presented in the previous chapter, the process can be preceded to the next step in the Customer Development process. On the other hand, if the results and the hypotheses do not match up properly, the authors can return to the initial Business Model Canvass and add the new visions.

When it comes to the respondents' behaviour towards catering service, the results showed that most people used catering service for family celebration, meeting and customer event. For the factors of catering service, they usually concern mostly about the quality of food, customer-friendly behaviour and convenience of service. Regarding the

characteristics of food, there are a dominant number of people who want fresh and healthy ingredient, and authentic food. When listing the types of catering service, respondents usually choose full package or package service which offer cooked food, theme designing, serving, and cleaning afterwards. In sum, the hypothesis of Business Model Canvas of Viet'S Corner is proved to be suitable with the research's participants. As the main value propositions of the company are healthy, convenience and cultural, the results showed that the researched group mostly preferred those value propositions regards of the food, types of service or characteristics of catering service. In addition to the combination between the behavioural data and the demographic information, it is transparent that respondents with income from 2,800 to over 3,800 euros preferred Viet'S Corner features and value more than respondents from other groups. Besides, people of this income group are usually from 35 to 44 year olds who got married and have the professional job.

Regarding the acknowledgement of respondents towards Vietnamese culture and cuisine as well as their behaviour, the results figured out that most people have great attention to Vietnamese food and are interested in exploring the culture and cuisine. However, they are not actually willing to join in the community due to their time limitation. In addition, among the respondents who are interested in Vietnamese culture and cuisine, there are a large number of married women living in Vantaa area. It is essential information for the company to focus on this group of people in the first stage of the community. Finally, when asking for the contact information, there are 21 people over 100 respondents left the contact for further information about the community. Although it accounts for only one fifth of the participants, it is still an acceptable number to start building the community.

Besides collecting contact information from the respondents, who are interested in the community, we also take an insight into the reasons respondents were not willing to join the community. Most of them did not have enough time for joining the community activities and this raised the question mark how we build the community which will not take them much time.

#### 4.6.1 Validity

Joppe (2000) also states that:

“Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others.”

In other words, validity measures the truthfulness of the result of the research. There are two types of validity, internal and external. While internal validity concerns about the research procedures and the respondents as an important variable, the external validity is the extent to which the results of the research can be applied to other groups of people and settings. The internal validity is enhanced by controlling the research experiment so that the result is actually extracted from the research but not from intervening, extraneous or confounding variables (Glenn, Jerome Clayton, 2010, 146). To this extent, the research's questions are designed carefully so that there are no extra or confounding information impacted to the results of the research. In addition, the measurement levels of scale questions is limited from 1-4 so that no answers namely “I don't know”, “Neutral”, etc will be given. The aim of the questions is to get the factual knowledge of the respondents' perception and reduce the possibility that the respondents ignore the questions. (Andereck et al, 2005, 1064).

When it comes to the external validity, the research was conducted by variety of respondents with different backgrounds and its results can be applied immediately to Viet'S Corner situation. Moreover, it can be used by other catering service company that are in the same situation with the case company with the same settings since it is easy to access the respondents groups and the methods is accessible and repeatable.



## 5 Discussion on marketing communication

After the research and discussion on customer discovery and marketing communication, an idea was brought up to build a community with social media via certain platform. In this chapter, we will explain why we choose community and why we decide Facebook is our tool. Moreover, the topic of this chapter will be about five major marketing communication tools. The chapter will include not only the theory but also the applied knowledge for Viet'S Corner. Most of the characteristic of those channel tools will be analysed to figure out which one is suitable for our community, especially Facebook community: Vietnamese culture and cuisine with Viet'S Corner.

According to the qualitative research above, 31 people are interested in Vietnamese cuisine and culture, plus with 24 people who would like to join the community. Among those people, most of them would like to come to our events. Via those occasions, we aim to interact with the customers by sharing our culture, tradition and cuisine, which are matched with our three values: Culture-Healthy-Convenient. For 24 respondents who answered “yes” with the community, they told that they liked the objective of the community described by the figure below:

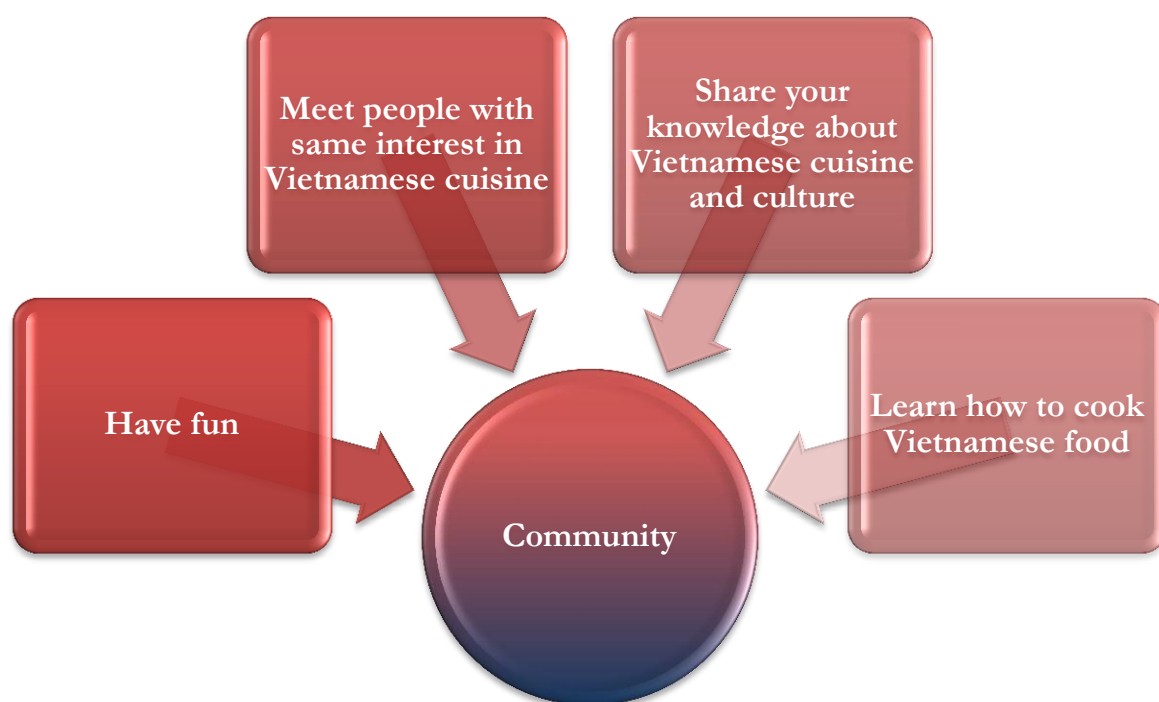


Figure 20: Vietnamese cuisine and culture with Viet'S Corner community's objective for activities

Therefore, based on the result of the research, with many people who would like to join; building community is our decision. Although there are 21 people who cannot take part in the community activities offline because of time, we also offer an online solution with our social media channel to interact with us. Tom Davanport, a leading author and analytics expert, who was mentioned in “The new conversations: Talking Social Media from talk to action” emphasized that without integration social media into overall marketing strategy, companies are “missing chance to effectively market the products, find new opportunity and manage their reputation.” In addition, social media is also integrated between monitoring solutions and marketing solutions among 67 % companies. In accordance to the survey carried out by Harvard Business Review Analytic Service, some companies as effective users benefit a lot from social media potential: reach customers, learn customers, and research new products. In the opinion of 50% respondents (with 61% effective user), social media can increase awareness of organization, products, or services among target customers. Besides 2,100 companies who took part in the survey, the report also highlighted the influence of social media on the customers’ buying behavior and reaching people. (Harvard Business Review, 2010, 4-7).

In general, the topic of social media varies with social network, blogs, multimedia sharing, blogs and discussion forum. In details, networking sites include Facebook, Twitter, and LinkedIn. Moreover, YouTube, Flickr, Pinterest and Podcasting help the product and service promoted. Besides, Google +, blogs and Digg are meant for content sharing (Turner, 2012).

Among our LinkedIn, Pinterest, blogs and YouTube account, Facebook is the focus at this moment. With Facebook, it will create not only the interaction with people who do not have time but also support for those who will participate our activities offline. For companies like Viet’S Corner, Facebook is like a communication channel because people tend to keep in touch with friends and it is an ideal place for posting thoughts, ideas, pictures, videos, and controversial topic (Weber 2009, 207-208). Moreover, it costs nothing to have a Facebook page, which is suitable for start-up budget. Further-

more, Facebook provides many tools such as pages, groups, events, applications and ads so that the business can have many opportunities to promote business (Facebook for business 2013). What's more, it is reported that 52 % companies research new ideas via social networking and advertise on network site. (Harvard Business Review, 2010, 12).

In addition, Facebook seems to be potential tool for us because of its popularity in Finland. According to Finland Facebook Statistics, the number of users reaches up to 2266840, which makes the country ranked 62th of all Facebook users by country. The chart below shows the recent statistics of Facebook user in Finland:

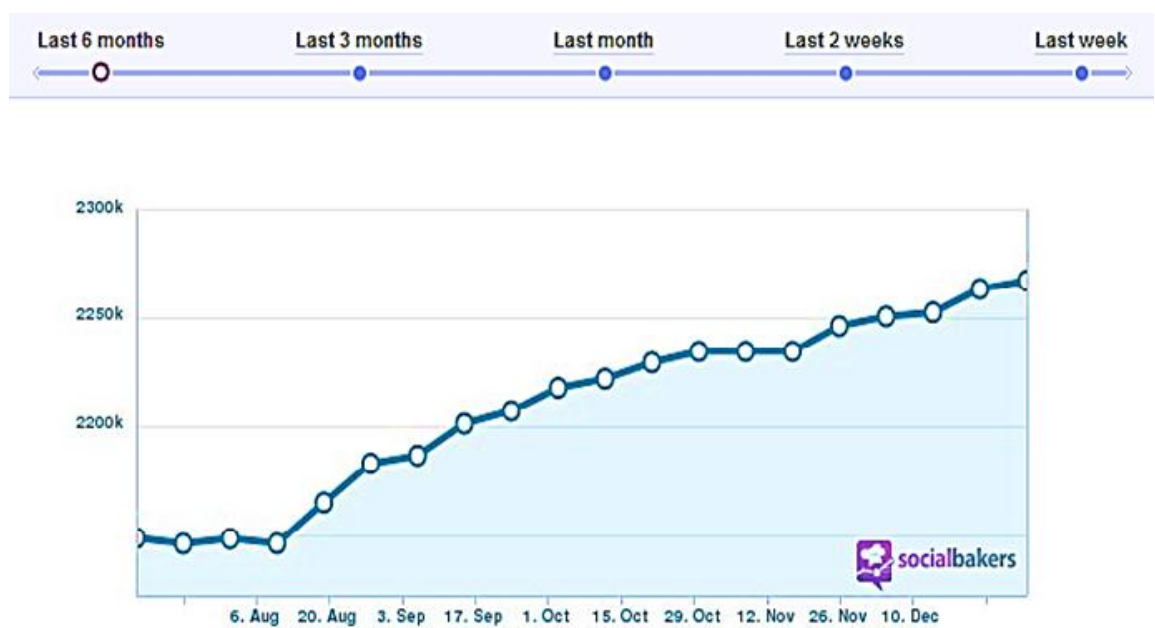


Figure 21: Users & Demography for the Finland (Finland Facebook Statistics, 2012)

Furthermore, from the quantitative research, the group we target are mainly from 22-44, which has a high percentage of using Facebook as the chart follows:

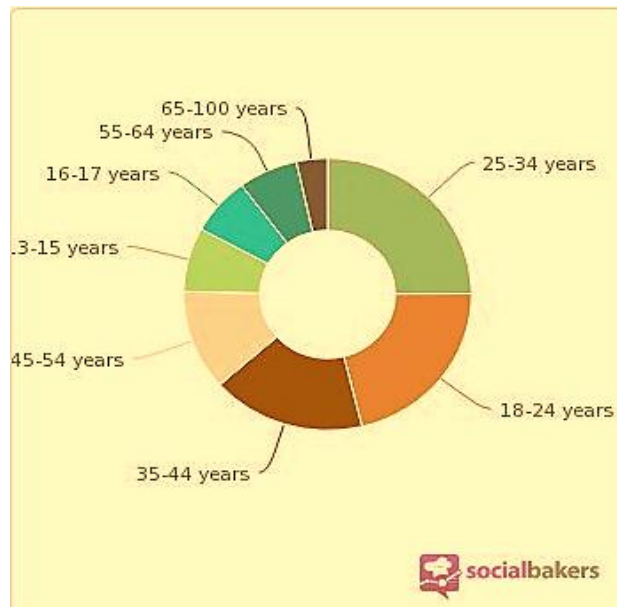


Figure 22: User age distribution on Facebook in Finland (Finland Facebook Statistics, 2012)

Next, the purpose of following paragraphs is the marketing communication tools discussion. The purpose of this phase was to connect and create the relationship with the customers. Moreover, right strategy could influence customer's thought and feelings. It was no longer one-way message from company to customer. Whereas, it could engage people and enhance the interaction via on-going dialogue (Marian Burk Wood, 2011, 149). One more important thing was that with integrated marketing communication the company could have the sustainable competitive advantage (Pelsmacker P, Geuens M & Van den Bergh J, 2010). With those reasons, we realized that it was worth discovering the marketing communication, its tool, and the efficiency level of each instrument. Therefore, from what we studied, we could choose the suitable ones to apply to our case.

Briefly speaking, the communication instruments revolved around advertising, sales promotion, public relation, direct marketing and personal selling. According to Marian Burk Wood, the author of the marketing plan handbook came up with the use of each tool as the table below:

Common tools	Use
Advertising	Deliver the message to mass audience
Sales promotion	Motivating sale personnel via immediate purchase by reward repeat purchase
Public relation	Creating good image and establishing a good relationship with stakeholders
Direct marketing	Target customers are reached to get the direct response
Personal selling	Every customer is personally contacted so that the sales can be made and relationship strengthened.

Table 17: Major communication tools (Marian Burk Wood, 2011, 156)

Besides those five popular tools, there are also sponsorship, point of purchase, exhibitions, and e-communication. Regarding the sponsorship, it was suggested to sponsor events to increase brand awareness. Events to sponsor could be about sport, art, media, education, and social project. Otherwise, a company could organize its own events for its personnel, sales team, clients and prospects. Point of purchase revealed the point of sale, which meant display within the shop, store layout or merchandising. Exhibition was suitable for business to business and industrial market while e-communication boosted the interaction with stakeholders via internet, mobile marketing, and interactive digital television (Pelsmacker P, Geuens M & Van den Bergh J, 2010, 5).

Among the communication mix above, in this thesis, the authors would focus only on five major tools to apply for the community, especially Facebook community. All of the analysis and theory application for Viet'S Corner would revolve around advertising, sales promotion, public relation, direct marketing, and personal selling.

For a long time, advertising was known as a non-personal communication which uses media, such as TV, radio, newspaper, magazines, and billboard. According to a research which was mentioned in the book of Marketing communications, a European Perspective, by Pelsmacker P, Geuens M & Van den Bergh J (2010, p.27) and carried out among 40 marketing communication experts, advertising was considered as mod-

erately important and moderate growth in communication activities. Thus, we could see that advertising might be a good way to drive the customers to our business. To put it in more details, we would try looking through the potential and consider the possibility to advertise our service via magazine-newspaper, and radio.

The statistics of Finnish mass media 2012 showed that advertising in newspaper in 2011 accounted for 42%, TV 20%, magazine 11%, and radio 4%. Based on the number, it could be concluded that Finland was a land of newspaper when it was said that Finland was ranked the third on the circulation after Norway and Japan. What's more, 90% of magazine and newspaper sale were dependent on the subscription and delivered to the consumer's door (Statistic Finland, 2012, 25). The table below would present the circulation and readers of three popular newspapers in Finland in 2009:

Newspaper	Circulation	Readers
Aamuposti	22,179	51,000
Helsingin Sanomat	412,421	965,000
Vartti	17,000	N/A

Table 18: The circulation and estimated number of readers: Aamuposti, Helsingin Sanomat, Sanoma Kaupunkilehdet, 2009 (Ville Aho, 2009, 35)

As a result, from the figures, we could see that if the advertisement was made constantly in newspaper and magazine, it could possibly be reached by the readers. However, although it was a good tool, we might have to think twice when studying the price of typical ad size:

Ad size (of the page)	Aamuposti	Helsingin Sanomat	Vartti
1/1	€2,715.60	€23,900.00	€86.00
1/2	€1,339.20	€13,309.00	€472.00
1/4	€669.60	€7,072.00	€248.00
price /mm	€1.24	€6.91	€0.51

Table 19: Prices for typical ad sizes, in colour, during weekdays, Aamuposti, Helsingin Sanomat, Sanoma Kaupunkilehdet, 2009 (Ville Aho, 2009, 35)

Regarding the radio, “Radio is an effective media in creating images as it utilizes the use of imagination much more than other media. Radio is also often felt more personal and intimate than other media (Bergström & Leppänen 2003, 309)” (Ville Aho, 2009, 28). The statistics of Finpanel 2009 pointed out that Finnish people spent 247 minutes, 229 minutes of public radio and 189 minutes of commercial radio per day listening to the radio, including the background listening, i.e. the radio was on but inactively listened. To take the analysis deeper, radio Nova and Iskelmä would be taken as examples. According to Radio Nova 2009, it reached 42.8% of the population aged from 25-54 while Iskelmä was the most popular station reached group 55-64 and widely reached by group 35-54 (Ville Aho, 2009, 31). Nonetheless, the suitability to our business would be proved by the cost per 30 seconds spot on Iskelmä and Radio Nova:

Coverage Area	Possible contacts	Primetime price (VAT 0%)
Helsinki	97,000	€54
Helsinki (Inc. Porvoo)	1,242,000	€75

Table 20: Prime time prices for 30 second spot on Iskelmä radio, Iskelmä 2009 (Ville Aho, 2009, 31)

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
0-6	€10	€10	€10	€10	€10	€10	€10
6-9	€400	€400	€420	€460	€480	€85	€85
9-12	€310	€310	€350	€440	€450	€390	€180
12-15	€310	€310	€350	€440	€450	€390	€180
15-18	€440	€440	€460	€570	€600	€200	€600
18-21	€100	€100	€100	€100	€600	€90	€600
21-24	€10	€10	€10	€10	€10	€10	€10
Total catalogue average price €251.63/30 sec.							
Weekday prime time average price €419.50/30 sec.							

Table 21: Radio Nova’s price table, Euros/30 sec, Radio Nova 2009b, (Ville Aho, 2009, 29)

From all the figures above, it could be more or less concluded that advertising would be a potential communication tools. Either advertising via newspaper-magazine or radio, they were good media in creating images. However, considered the cost-effectiveness aspect, compared with our situation at the moment, it might not be the most appropriate tool for our business.

About sales promotion, it included campaigns about price, loyalty, competition, free sample and couponing. Moreover, in accordance with a survey conducted in different sample of 40 marketing communication professionals, sales promotion was ranked as a very important and fast growth in communication activities (Pelsmacker P, Geuens M & Van den Bergh J, 2010, 34). Considered its advantage, we had a thought to give free sample (Vietnamese tea) at crowded place, i.e. shopping centre. It meant that we decided to contact managers of the shopping centre Helsinki to ask the possibility to give our sample product. The feasibility was good when the person, who was responsible for promotion and mall trading, gave us one day and a space in KAMPPI for few hours. Since we got an offer, we planned to use it as a day to promote our next Ravintola Päivää, which would happen on the 10<sup>th</sup> of February. In addition, one of the trends in marketing today was the “soft-sell” approach, which implied to enhance the customer loyalty and build a long-term relationship by consistent interactive communication (Pelsmacker P, Geuens M & Van den Bergh J, 2010, 33). Therefore, in order to integrate with the customers, we also organized an online competition via Facebook from 31.12.2012 to 10.1 2013. With this one, we would not only contact with the customers but also introduce to them our traditional Lunar New Year besides the Western New Year. An overview about Tet- our New Year holiday would be given, including the cuisine and the culture.

Additionally, when it comes to public relation, a company should integrate with its audience or stakeholder to ensure the goodwill in publicity. It was said that although publicity could reach a mass media audience, because the content was written by the journalists, it is possible to have the negative publicity (Pelsmacker P, Geuens M & Van den Bergh J, 2010, 5). To apply the theory to our company more appropriately, in the qualitative research, we also interviewed a teacher, also known as an experienced blog-



ger who was professional at marketing communication as well as public relation. She gave us some advices about building relationship with publicity via journalist. A contact list of bloggers and cuisine journalists was suggested. Then, we should create an event ourselves so that we could invite them to listen to our story or let them taste our food. Thus, they could express feelings about our cuisine or give comment about us. Generally, we could say that Ravintola Päivää happening on 17.11.2012 was a typical example of our Public relation practices. On one hand, at the first event in the morning in Porvoo Campus, we had a chance to meet a journalist of local newspaper and it was a pleasure that our business was written and mentioned.



Figure 23 : Viet'S Corner with Ravintola Päivää at Porvoo Campus, 17/11/2012

On the other hand, at the second event at our premise, we also had special guests, the president of International Student Entrepreneurship. It was our honour to be mentioned on its Facebook with detailed introduction and comment. Those opportunities not only marketed about our business but helped us to create a good image with publicity.

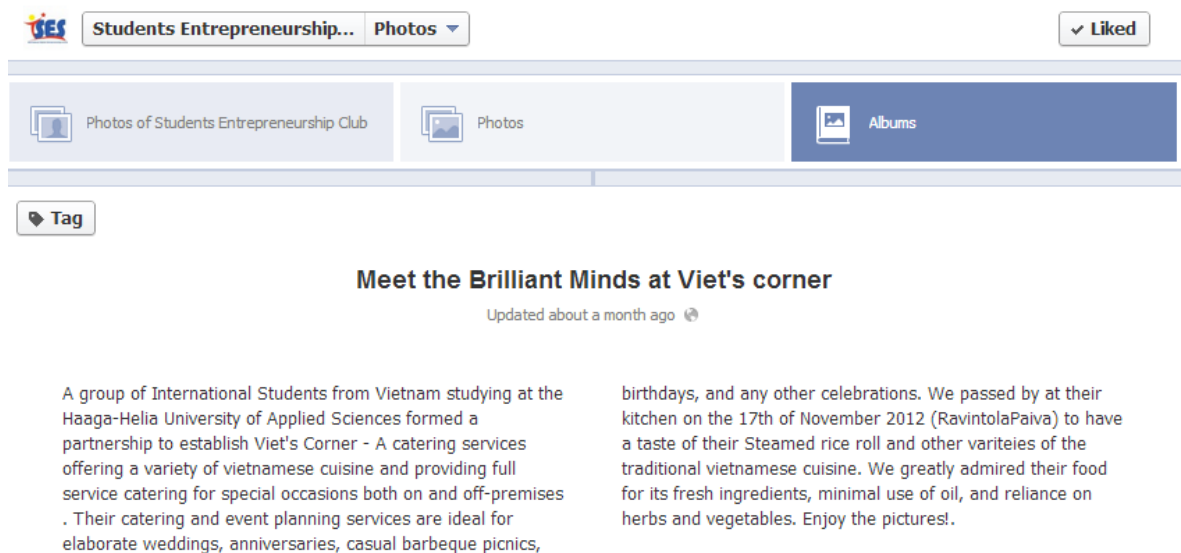


Figure 24: International Student Entrepreneurship spent Ravintola Päivää Day with Viet'S Corner Oy.

Looking back to the qualitative research and taking the interview with the president of the branding and marketing company In Asia – Pacific and Europe in mind, we realized that public relation was indeed a good tool. Instead of spending big budget for a space advertisement on newspaper or magazine, it was worth letting some journalists writing about our business, which made the article more objective.

The fourth communication was direct marketing which required personal and direct communication with clients. They could be brochures, leaflets, direct mailings, and telemarketing. It was regarded as one important tool among projected growth in communication activities (Pelsmacker P, Geuens M & Van den Bergh J, 2010, 34). Thus, in every event we had, we actively used leaflet to market our business. For example, in order to let people known about our Ravintola Päivää taking place at our own premise, we delivered the leaflet at our surrounding place three times. On leaflet each time, we had the counting before actual day. Another example was the leaflet for the competition about Vietnamese traditional Lunar New Year. Besides the announcement on website and Facebook, we also designed the leaflet to spread the word about us. The picture below was our first leaflet before the Ravintola Päivää 7 days.



Figure 25: The leaflet of Viet'S Corner for Ravintola Päivä 17th November 2012

Finally, about personal selling, it highlighted on the contact between company representative and customers, demanded oral presentation to sell service (Pelsmacker P, Geuens M & Van den Bergh J, 2010, 5). Kim Fernandez, the director of Natural Food Sales at Alta Dena Certified Dairies stressed the personal selling, in which had consultative selling approach, as one way to create value for customer to stay competitive. Consultative selling, an extension of marketing concept prioritised the importance of need identification and two-way communication. Rather than selling products, it recommended to offer solutions and care more about customers after sale. Indeed, it was a good method. With its major features, we could build long-term relationship (Manning & Reece 2007, 4). Therefore, from its character, we made a checklist about things to remember so that every time before meeting with the prospects and customers (including the interviewee on the qualitative research above), we could look through and prepare ourselves better.

Characteristic	Things to remember
“Customers to be served, not prospects to be sold”	<ul style="list-style-type: none"> <li>✓ <u>Customer strategy:</u></li> <li>+ Listen and put the customer’s need first.</li> <li>+ Before meeting, enough information about customers</li> </ul>

<p>“Two-way communication”</p>	<p>(background, experience, professionals, and aims for the meetings) should be collected, and right approach should be considered.</p> <ul style="list-style-type: none"> <li>+ It'd better for the customers to talk about their problems and what they want.</li> </ul> <p>✓ <u>Consultancy selling</u>: the discussion should be open. With semi-structured interview mentioned in the qualitative research above, questions should be asked to understand more about the customer's need. Therefore, based on the meeting, we can offer more appropriate solution.</p> <p>✓ <u>Presentation strategy</u>:</p> <ul style="list-style-type: none"> <li>+ KISS ( Keep It Short and Simple)</li> <li>+ Speak straight to the point</li> </ul>
<p>“Information giving, problem solving, and negotiation”</p>	<p>✓ <u>Relationship strategy</u></p> <ul style="list-style-type: none"> <li>+ Avoid manipulation to establish a long term relationship.</li> <li>+ Provide enough information about the solutions we offer.</li> </ul>
<p>“Service after sale”</p>	<p>✓ <u>Relationship strategy</u>: Following feedback</p>

Table 22: Viet'S Corner Oy checklist: Consultative selling approach (Manning & Reece 2007, 11-12)

All in all, with five main communication tools above, the analysis from theory to practices with Viet'S Corner gave the authors the conclusion about which tools should be used. With a budget of a start-up, it was recommended to use the cost-effective channels. Moreover, considered the efficiency and potential of each tool, it was a good idea to make use of sales promotion, public relation, direct marketing, and personal selling. Because those tools would help build long-term relationship with customers, it was worth investing on those channels above.

## **6 Implementation for Facebook Community**

This chapter describes the process of building Vietnamese Culture and Cuisine Community on Facebook as regards to the results of the research project. The process involves different stages from creating a Facebook page for the community, working on the strategies to increase the number of fan, to recognizing the problems and finding the solution. Generally, there are four main sections in this chapter. The first section mentions the establishment of Facebook Community page. The second part lists all authors' strategies to develop the page while the third part reveals the results after having launched the page as well as many problems the authors were facing during the implementation. Finally, the last part comes up with the solution to get out of the trouble and keep up with the pace of development.

### **6.1 Facebook page for Vietnamese Culture and Cuisine Community**

The Facebook page for Vietnamese culture and cuisine community was launched on 4.12.2012 after few weeks of construction.

First, we decided to give the Facebook page the proper name so that the visitors feel they are welcome to have fun and discover the real culture and cuisine with Viet'S Corner than raising their feelings of being treated only for benefits. After careful consideration, the name "Vietnamese culture and cuisine with Viet'S Corner" was selected for many reasons. Literally, the name solely denotes that this Facebook page is for anyone who is interested in discussing and knowing more about the Vietnamese culture and cuisine with Viet'S Corner. Additionally, the phrase "Viet'S Corner" was put in this context to implicit that the members are communicating with Viet'S Corner but not anyone else. The main reason behind this action is slowly creating the potential customer's awareness with the company name.

Second, the content of the page includes variety of sources from photos, videos to daily updated status relating to, definitely, Vietnamese culture and cuisine. Moreover, the contents are not limited in not only Vietnamese food but also other aspects in the life of Vietnamese people, for instant, how Vietnamese people celebrate Christmas holiday,

what is Tet holiday in Vietnam, what is the traditional food in Lunar New Year in Vietnam, etc. The picture below is the shortcut from the outlook of “Vietnamese culture and cuisine with Viet’S Corner” Facebook page:



Figure 26: “Vietnamese culture and cuisine with Viet’S Corner” Facebook page (Vietnamese culture and cuisine with Viet’S Corner, 2012)

## 6.2 Strategies to enhance Facebook Community’s popularity

To develop the community page, we built up an actively efficient set of strategies includes:

- Enhancing the diversity of information on the page by updating frequently pictures, video, links about special events in Vietnam, highlights in Vietnamese culture or many recipes of delicious Vietnamese food

- Invite our friends to like and make the discussion on the page about their concerns or knowledge relating Vietnamese culture and cuisine
- Add Facebook page’s link in different Finnish Forums so that they will aware of the page
- Interact with people in the our network to suggest, implicit or asking for their help to participate on the Facebook page or raising their interest in Vietnamese culture and cuisine
- Use YouTube and other social media channels as a bridge to connect to the page
- Minimize the post collected from other sources and try to create Viet’S Corner’s pictures, video such as asking for friends in Vietnam to take pictures on Christmas night and send it to us

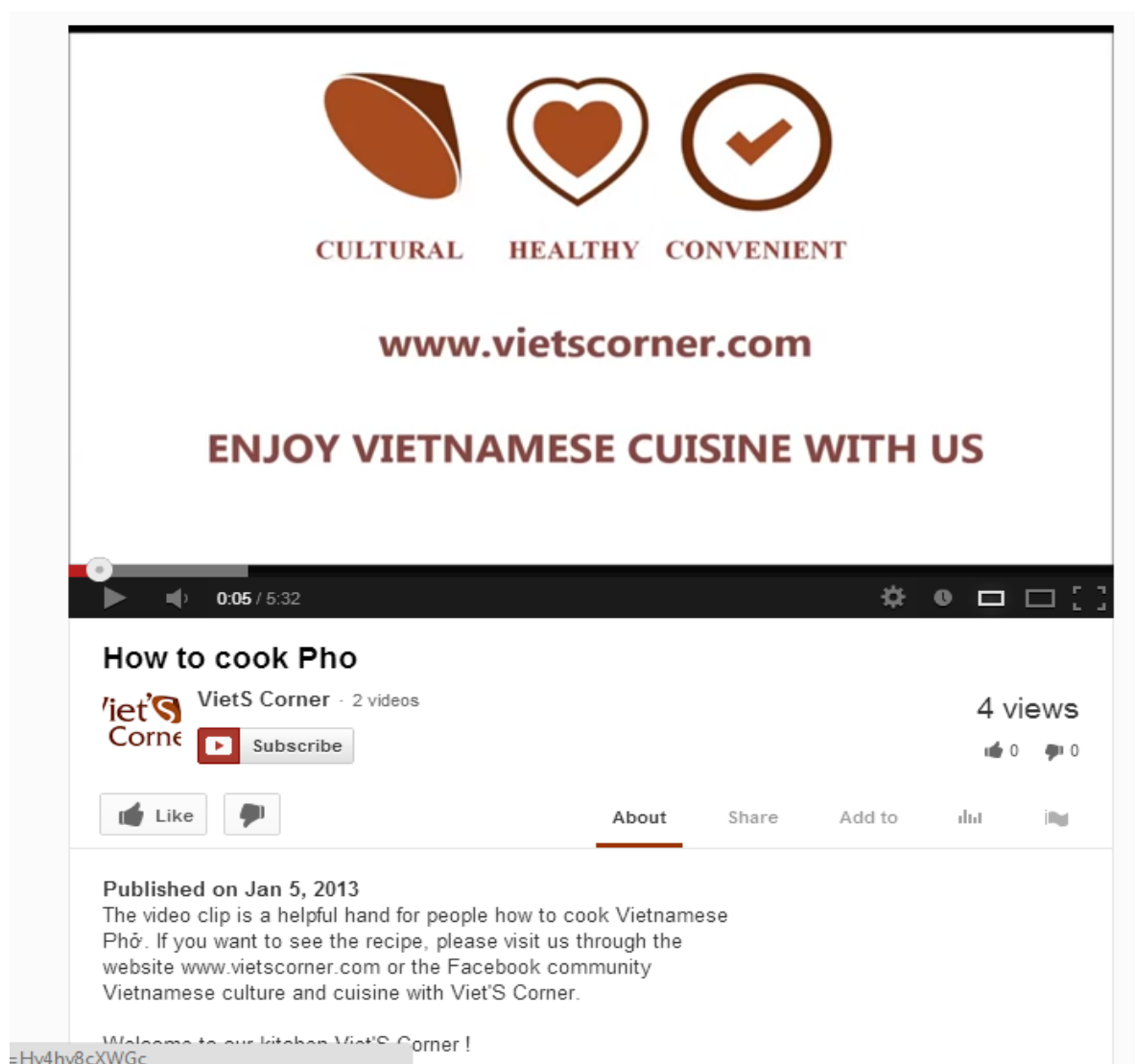


Figure 27: Video “How to cook Pho” (Viet’S Corner YouTube channel, 2012)

### 6.3 From facts to problems

Over half month after having launched the Facebook page, there were only 27 people liked the page. Furthermore, these members did not discuss actively on the page which is the biggest problem we were facing with. Most of the discussions were posted by us and rarely the members noticed and gave comments for the post. On the other hands, the biggest problem of the company is that the Facebook page failed to reach the potential customer groups defined by the research. Most of the members are Vietnamese students or Vietnamese-Finnish people. Therefore, an immediate action must be figured out to deal with these urgent problems.

### 6.4 Facebook Competition as a solution

After 2 weeks in launching the Facebook, Viet'S Corner could not engage members in contributing to the community although the number of members had gained rapidly. It leads us to have an immediate action and finally, organising a competition about Vietnamese culture and cuisine was regarded as an effective solution. Apparently, people across the world were looking forward to greeting New Year 2013 and this was a perfect time for us to organise the competition letting participants to learn how Vietnamese celebrate Lunar New Year. More importantly, when joining the competition, winners would be awarded by special prizes consisting of all the ingredients as well as the recipe for cooking Vietnamese traditional food. Winners are persons who are able to answer all questions in the quiz correctly. Therefore, through Facebook competition, we aim to engage community members, increase the number of subscribers, and eventually test customers' reaction to the product including all ingredients and recipe.

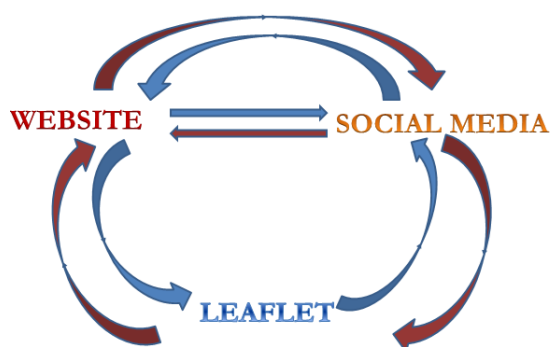


Figure 28: The combination between website, social media and leaflet





Figure 29: Viet'S Corner website introduces Facebook Competition (Viet'S Corner's website)



Figure 30: The description of the competition on Facebook (Vietnamese culture and cuisine with Viet'S Corner Facebook page)

Like the event Ravintola Päivä, we would combine company website, leaflet and social media as the marketing channels for introducing the competition. The main theme is about Vietnamese traditional New Year “Tet” and the way people celebrate “Tet”. When going to the company website, visitors will be informed the competition and its

description. Moreover, people can connect to the Facebook community easily from the website by clicking the Facebook icon at the top left corner.



Figure 31: Leaflet for Facebook competition

After designing introduction to the competition on company website, Facebook community and leaflet, we delivered leaflets to neighbours surrounding our place. Furthermore, the event was shared and published on our personal Facebook's wall so friends could be noted easily.

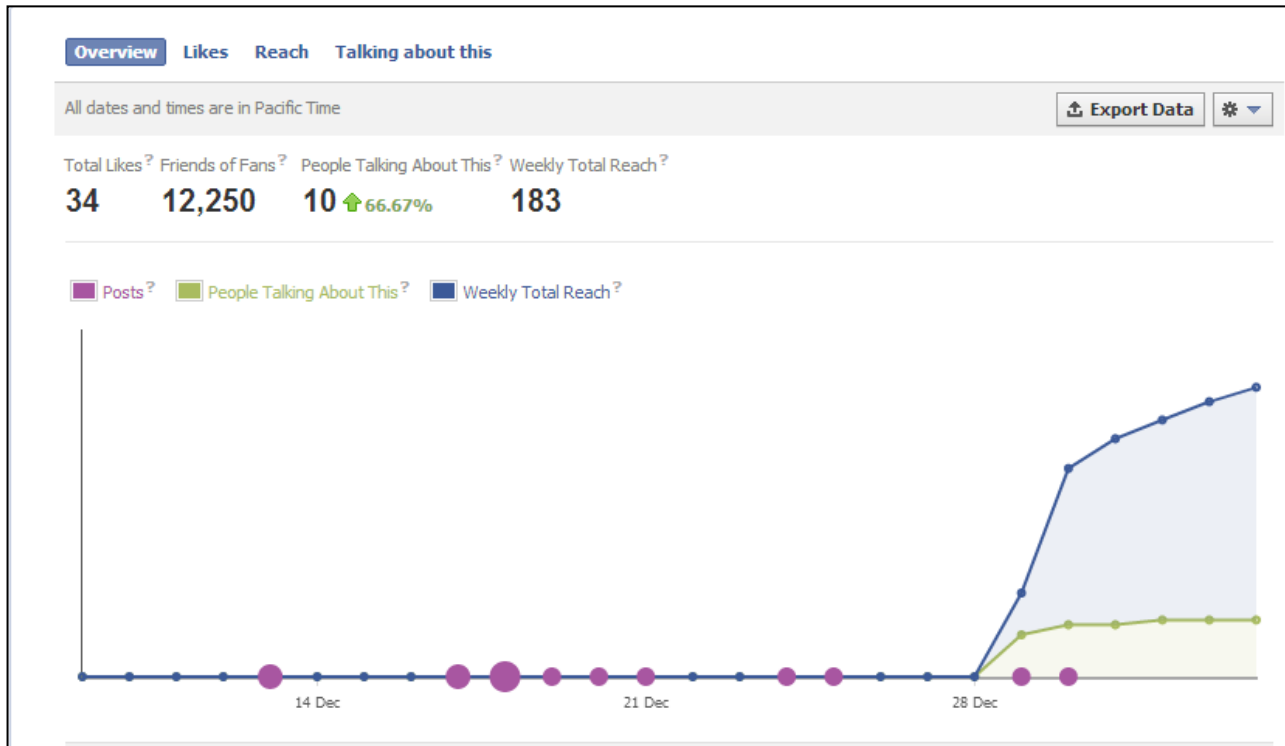


Figure 32: Data analysis of Facebook Community (Vietnamese culture and cuisine with Viet'S Corner)

The competition was begun on 30<sup>th</sup> of December 2012 and up to now, the outcomes cannot be deniable. From the data analysis, there was a boom in the number of weekly total reach, accounting for 183 unique visitors on 3<sup>rd</sup> of January 2013. Furthermore, the percentage of people talking about the community gained to 66.67%.

## 7 Conclusion

### 7.1 Discussion on project questions

This section will discuss about the answer for the project questions set in the beginning of the project. Firstly, the questions are listed as following:

1. What is Viet'S Corner's business model?
2. Who are Viet'S Corner potential customers?
3. What do the customers expect for Viet'S Corner?
4. What are the effective and profitable marketing communication channels for managing good customer relationships?

After the research has finished and all result has been revealed, the final business model of Viet'S Corner has been changed to fit with the factual market situation. The table below consists of all changes made for four main elements of Viet'S Corner's business model.





<p><b>Value Propositions</b> </p> <ul style="list-style-type: none"> <li>+ Cultural             <ul style="list-style-type: none"> <li>* Introducing Vietnamese culture, people besides catering service</li> <li>* Introducing nice and interesting travel destinations in Vietnam</li> </ul> </li> <li>+ Healthy             <ul style="list-style-type: none"> <li>* Fresh ingredients</li> <li>* Informing all ingredients in every dish to customers</li> <li>* Taking care of customers' health issues</li> <li>* Minimizing frying food</li> </ul> </li> <li>+ Convenient             <ul style="list-style-type: none"> <li>* Customer-friendly products/services</li> <li>* Easiest way to do business</li> <li>* Providing great hospitality to customers</li> <li>* Nice and customer-friendly website → customers can follow company information easily.</li> </ul> </li> </ul>	<p><b>Customer Relationship</b> </p> <ul style="list-style-type: none"> <li>+ Introducing Vietnamese culture besides catering service</li> <li>+ Often interacting with people by the community.</li> <li>+ Convenient &amp; affordable services</li> <li>+ Reliable &amp; keep promise</li> <li>+ Providing great hospitality</li> </ul>	<p><b>Customer Segments</b> </p> <p>Private customers:</p> <ul style="list-style-type: none"> <li>+ Interested in Vietnamese food and cultures</li> <li>+ Salary €2800 - €3800</li> <li>+ High educational background</li> <li>+ Retired people who are interested in Vietnam</li> </ul> <p>Companies/Organisations:</p> <ul style="list-style-type: none"> <li>+ Intend to operate business in Vietnam → want their employees to know Vietnamese culture, dishes → demanding Vietnamese culture introduction along with cuisine.</li> </ul>
	<p><b>Channels</b> </p> <ul style="list-style-type: none"> <li>+ The community (online &amp; offline)</li> <li>+ Social Media (Facebook, LinkedIn, YouTube)</li> <li>+ Company website</li> <li>+ Word of mouth</li> <li>+ Networking &amp; Events</li> <li>+ Delivering leaflets</li> <li>+ Home-cooking event</li> </ul>	

Figure 33: New four elements of business model of Viet'S Corner

Generally, the new model of business model canvas of Viet'S Corner has all answers for the project questions.

First, regarding the potential customers, there are two main segments that Viet'S Corner should focus on, namely private customers and companies/organizations. The study shows that private customers who have income over 2,800 euros and are working as professionals in positions required high educational level can be the potential customers who can actually pay for the service. In addition, retirees or people who are interested in exploring Vietnamese culture and cuisine can also become the potential customers. When it comes to companies and organizations, the qualitative research figured out that the companies operating in Vietnam frequently have the needs to train their employees about Vietnamese business culture. To this extent, Viet'S Corner's catering service can be used by those companies.

Second, what customers expect from catering service generally and from Viet'S Corner catering particularly are the current value propositions of Viet'S Corner, namely "Cultural", "Convenient", and "Healthy". Besides catering service solely, customers also want to know more about Vietnamese cultural and interesting travel destination in Vietnam. Considering healthy value proposition, Viet'S Corner needs to inform all the ingredients to the customers beforehand. The health issues of customers should be taken care of seriously, for example the frying food should be minimized. Similarly, "Convenient" value proposition is added to what customers expect from Viet'S Corner. A customer-friendly service should be delivered to the customers to the extent which allows customers easily order and use the service. Understanding the customers' problems as well as satisfying all the needs of customers is the must added value. Furthermore, a customer-oriented website can be a plus to the service of Viet'S Corner since the customers can follow the information of the company easily.

Last but not least, the study also points out the effective and profitable marketing communication channels for managing good customer relationships. After several interviews with different managers from competitors and potential partners, the idea for community came up in our mind. To prove for the efficiency of the community, the

trial version has been tested in Restaurant Day 17/11 and apparently, it happened successfully. The reaction of potential customers around the neighboring area showed up positively. There are many suggestions that the Restaurant Day should be continued so that people can come and discuss about Vietnamese culture and cuisine. After the success of Restaurant Day, the idea about community once again was proved to be efficient by the amount of people who showed their interest in joining the community and left their contact information in the questionnaire. Thanks to those concrete statements, the community was developed to different communication channels such as Facebook community, YouTube video, LinkedIn discussion, offline event, networking event, home cooking, delivering leaflet, company website, etc. In general, the purposes of the community can be summed up to the following points:

- Introducing Vietnamese culture besides catering service;
- Interacting with people who might become potential customers;
- Providing great hospitality;
- Understanding the customers' real problems and needs;
- Utilizing the effect of words of mouths;
- Adjusting the service features and value as soon as there are any changes over the period of time

## **7.2 Implication for planning**

The outcomes of the study are certainly helpful for entrepreneurs who intend to open a catering company or develop current services. Furthermore, we took insight into marketing communication and figured out which marketing communication channels not only work effectively but also suit to the limited budget.

Firstly, the three value propositions “Cultural – Healthy – Convenient” are certainly fulfilled with customers' needs and expectations. According to the results, convenience is one of the significant factors that customers consider when choosing catering service. In other words, they expect the customer-friendly products/ services, which are reached and used easily. Moreover, hospitality is regarded as the crucial point on customers' purchasing decision and more importantly, it also brings business opportuni-

ties. For instance, people can easily have good dish if the food is made by a good chef. However, for them, the good service is more dominant than the remaining ones. Therefore, if we can provide the great hospitality to the customers, they will come back again with their friends. Eventually, Word of Mouth method is also approached to gain the number of customers in that case. Regarding the concept of “Healthy”, there is no doubt that in Finland, the process of making food is extremely important and it must be followed health instruction carefully. Along with that, customers also requires to be informed all ingredients in every dish especially when they organise parties. It aims to prevent allergy and other health issues. Hence, it would be better if catering companies can take care of every health issue tightly. Last but not least, the term of “Cultural” is regarded as a benefit when offering catering services. It is undeniable that Finnish companies intend to operate business outside, especially in Asian countries. It leads to the demand for culture introduction along with offering catering services. Furthermore, the catering companies can suggest nice and interesting tourism destinations to customers. Hence, the companies not only meet customers’ demand but also gain the income by offering catering services and culture introduction programs.

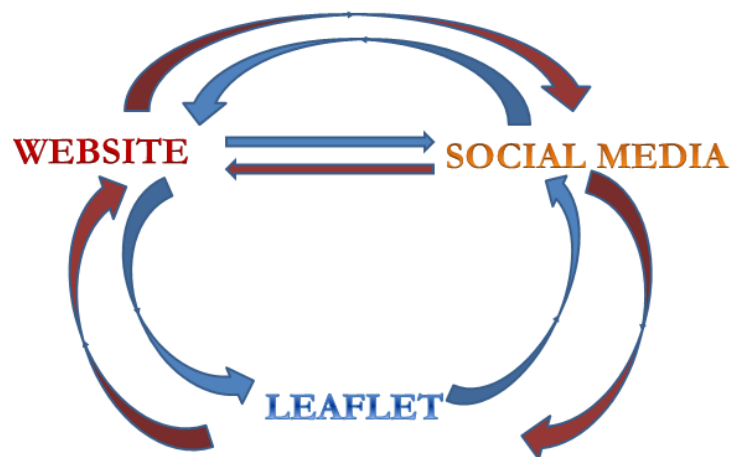


Figure 34: The combination between Leaflet, Company Website and Social Media

When it comes to marketing communication, the most important point is a frequent engagement with customers. To implement it, catering companies have to find out several economical marketing communication channels that help them to maximize the

efficiency of interacting with customers. With limitation in budget, it seems to be impossible when spending much money on advertisements on newspaper or on television. Instead we can apply the combination between leaflet, website, social media and the decent outcomes of organising Ravintola Päivä at our place was convincing enough for this idea. For the preparation, Viet'S Corner posted an introduction about the event on the company website and then delivered leaflets three times in the area surrounding us. According to the statistics, the number of website visitors had increased rapidly during the period of delivering leaflets. More amazingly, although the leaflets were distributed in Vantaa, there was a significant increase in the amount of website visitors in Helsinki. That finding possibly proves the power of the connection between leaflet and company website. In the near future, the efficiency of marketing communication will be enhanced by the great support from Facebook.

To conclude, limitation in budget requires catering companies to spend money effectively. From interviews with several restaurant owners, it is highly recommended to communicate with customers as much as possible. Renting a food stand is regarded as a possible solution but this asks for an acceptable amount of money to pay operating expenses. Obviously, it leads entrepreneurs to pitch their business idea in front of other people in order to get investment. More importantly, the audiences can also provide feedbacks which aim to develop the business idea. It will be fascinating that entrepreneurs can pitch business ideas in a well-known place, namely Aalto Venture Garage in Helsinki.



### 7.3 Recommendation for Viet'S Corner

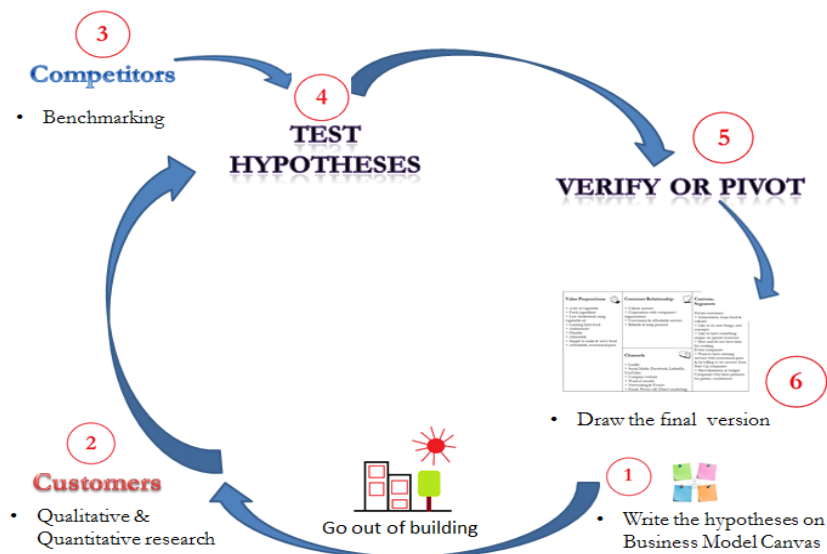


Figure 35: Viet'S Corner applied theoretical framework in the project

As we stated before, the concept of Business Model Canvas and Customer Development were combined in the project. Because Business Model Canvas lets us to point out hypotheses and then Customer Development process forces us to go outside and interact with other people. That activity enables to discover and justify the hypotheses and if there is any inappropriate one, we will pivot it due to the findings. Finally, we would fill the decent assumptions from the researches into Business Model Canvas. In spite of being implemented by three students from August 2012 to January 2013, the study got many reliable and valid findings due to the variety of research approaches and respondents.

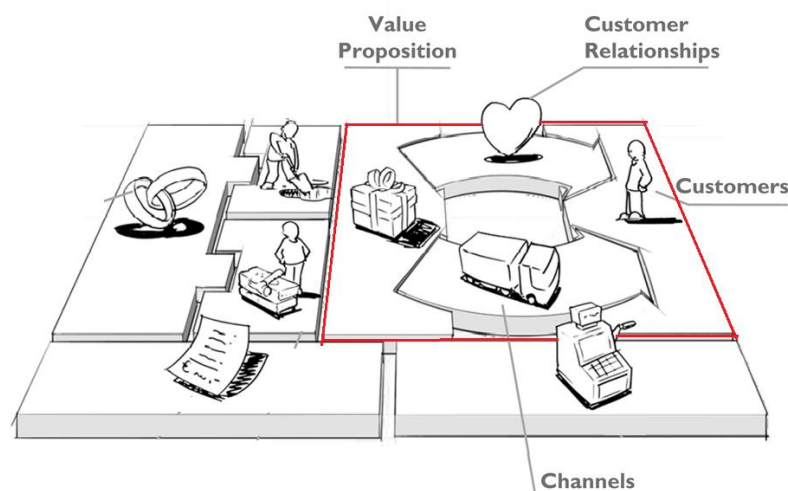


Figure 36: The four boxes of Viet'S Corner on Business Model Canvas

On the other hand, recommendations for the improvement should be taken into consideration. Business Model Canvas consists of nine blocks which cover four main company areas: customer, offer, infrastructure and finance. However, the four boxes were only employed because the objectives of the study are to point out customer groups, their expectations, needs and marketing communication. Thus, it could not provide the comprehensive angles of the company so the final objective for building strategies was not able to meet. . To reduce that limitation, we are recommended to go through all the blocks, put hypotheses, justify and finally build an appropriate business model. The comprehensive business model will let the company to evaluate current situation, and then we can able to make strategies for the development.

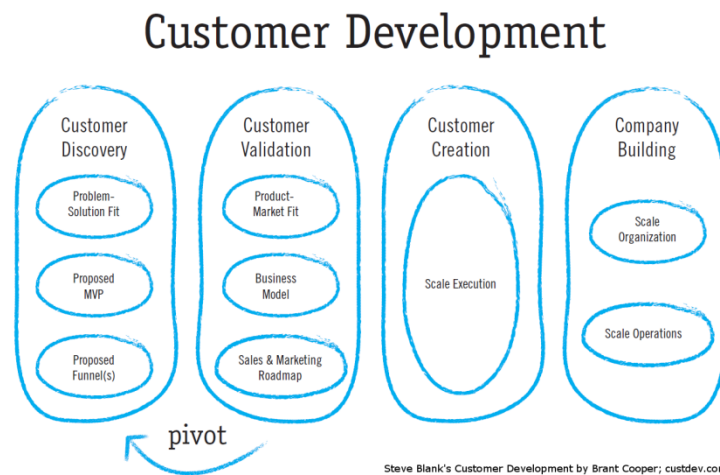


Figure 37: Customer Development process (Brant Cooper and Patrick Vlaskovits, 2010, 18)

Furthermore, the objectives are to figure out customer groups and methods providing the company value propositions to them. After the study, we are standing at the first stage Customer Discovery and the study also needs a certain period of time to continue with the following stage Customer Validation by justifying all the research findings. Therefore, learning the importance of the validation stage, the company will continue with applying the findings into the reality and pivoting the assumptions. Steve Blank (2010) emphasized the pivot as follows:

“Tying Osterwalder’s Business Model Canvas with the Customer Development process turns these potential crises into learning opportuni-

ties called the Pivot. Customer Development forces you to get out of the building and discover and validate each one of the assumptions behind the business model. A Pivot is when reality leads you to change one or more business model hypotheses. The result is an updated business model not a fired VP for sales.” (The Business Model Canvas/Customer Development Stack 2010.)

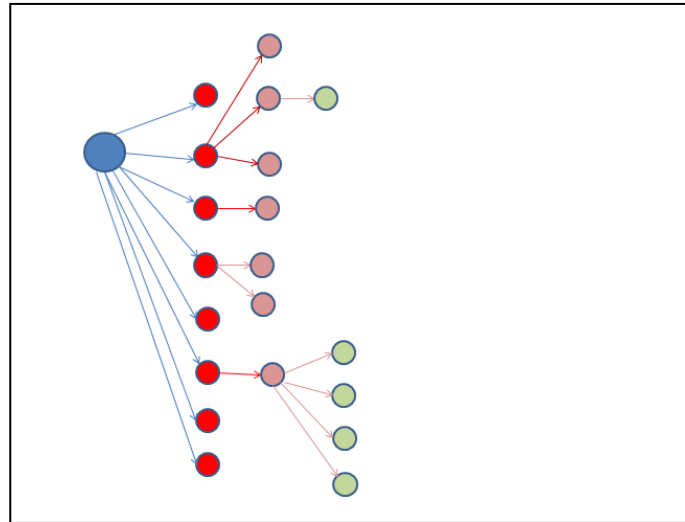


Figure 38: Networking Development Map of Viet’S Corner during the project

There is no doubt that we are three foreign students so network, to our mind, is the most challenging factor when conducting the research. Network, nowadays, plays an increasing role in business environment. Apparently, strong network connects professionals together and then creates opportunity for them to share knowledge and experience. Benefits that network brings are undeniable; however, building sustainable connection is not one-day work or one-month work. It is the process of exchanging and growing network instead. According to Björn Karmi (2012), who is the Managing Director at Lyonesse Finland Oy, network should be built from people around us. In other words, the process may begin from relatives, friends, neighbours, and colleagues.

When applying his statement into the reality, HAAGA-HELIA Porvoo Campus was the starting place, where we could receive referrals to its partners. It was fascinating that our network was expanded broadly after two months. Therefore, the importance of network cannot be doubted and at the moment strategic networking has been focused since it lets us to notice business opportunities, unforeseen challenges, and receive support from stakeholders. (Ibarra & Hunter, 2010, 1)

When it comes to research approaches, qualitative and quantitative methods were applied. When conducting qualitative research, Viet'S Corner arranged interviews with people in the variety of targeted groups including private customer, organisation/ company and school. Besides that, benchmarking method was also employed through interviews with three restaurant owners in Helsinki. It is undeniable that the findings were absolutely helpful for us; however, it seems to be challenging when following what they did before. Because in the beginning, the three restaurant owners were experienced chefs and then they decided to open their own restaurants. All in all, it would be better if we can seek and an interview with someone who has the same characteristics like us, such as being foreign business students, limited in budget, offering the traditional food. Thus, we can immediately justify and then apply their experiences into our own case. Furthermore, we can share kitchen with them and it helps us to reduce the cost for renting kitchen.

Regarding quantitative research, Finnish language was the significant barrier for us to communicate with people. As the result, the company could not reach the diversity of respondents' background. To minimize that issue, the company members would learn Finnish so we could interact with customers by Finnish in the near future. Furthermore, due to the recommendations from the competitors, in the beginning, we should rent the appropriate professional kitchen and to reduce the renting cost, we can share the kitchen with another company. Next, Viet'S Corner should create occasions to interact with customers frequently and Facebook community is perfect idea for us not only to sustain the relationship but also introduce Vietnamese culture and cuisine. Last but not least, price survey must be conducted every year by providing the questionnaire to customers and comparing prices with direct competitors.

## Bibliography

Ahmed, P. & Rafiq, M. 1998. Integrated benchmarking: a holistic examination of select techniques for benchmarking analysis. *Benchmarking for Quality Management and Technology*, 5(3), pp. 1-10.

Andereck, K.L., Valentine, K.M., Knoop, R.C., Vogt C.A. 2005. Residents' perceptions of community tourism impacts. *Annals of Tourism Research*. 32(4), pp. 1056-1076.

Björn Karmi, 2012, Developing network's guest lecture, Porvoo Campus

Blank, S. & Dorf, B.. 2012. *The Startup Owner's Manual Strategy Guide (Book 1)*, pp. xxii, Kindle Edition.

Blank, S. & Dorf, B.. 2012. *The Startup Owner's Manual Strategy Guide (Book 1)*, pp. 63, Kindle Edition.

Blank, S. & Dorf, B.. 2012. *The Startup Owner's Manual Strategy Guide (Book 1)*, pp. 286, Kindle Edition

Blank, S..2010. *Entrepreneurship as a Science - The Business Model Canvas/Customer Development Stack*. Steve Blank official webpage. URL:  
<http://steveblank.com/2010/10/25/entrepreneurship-as-a-science-%E2%80%93-the-business-modelcustomer-development-stack/>. Quoted: 2.1.2013

Brad Wood. 2009. 7 steps better benchmarking. URL <http://bpmmag.net/mag/7-steps-better-benchmarking-0507/>. Quoted: 3.12.2012

Camp, R.C. 1995. *Business process benchmarking: finding and implementing best practices*. Wisconsin: ASQC Quality Press

Carolyn M. Brown , How to Conduct Qualitative Market Research, Oct, 2010.  
URL: <http://www.inc.com/guides/2010/10/how-to-conduct-qualitative-market-research.html> . Quoted: 3.12.2012

Cooper, Brant; Vlaskovits, Patrick (2010-10-15). The Entrepreneur's Guide to Customer Development: A cheat sheet to The Four Steps to the Epiphany, Cooper-Vlaskovits, Kindle Edition, pp. 18

Davies, D., & Dodd, J. (2002). Qualitative research and the question of rigor. Qualitative Health research, 12(2), pp. 279-289.

Employer enterprise survival rates. URL:  
<http://stats.oecd.org/index.aspx?queryid=21581>. Quoted: 21.9.2012

Eric Markowitz, How to Conduct Quantitative Market Research, Inc.com staff, 2010.  
URL: <http://www.inc.com/guides/2010/11/how-to-conduct-quantitative-market-research.html?nav=next>. Quoted: 3.12.2012

Facebook for business. URL: <http://www.facebook.com/business/>. Quoted:  
5/1/2012

Financing SMEs and Entrepreneurs 2012: An OECD Scoreboard, Finland. URL:  
[http://www.keepeek.com/Digital-Asset-Management/oecd/industry-and-services/financing-smes-and-entrepreneurs-2012/finland\\_9789264166769-9-en](http://www.keepeek.com/Digital-Asset-Management/oecd/industry-and-services/financing-smes-and-entrepreneurs-2012/finland_9789264166769-9-en). Quoted:  
21.9.2012

Finland Facebook Statistics. URL: <http://www.socialbakers.com/facebook-statistics/finland>. Quoted: 5/1/2012

George R.Seiler. 1988. Customer-oriented marketing: A cure for confusion. Management Review; Jun88, Vol. 77 Issue 6, pp. 50, 5p

Hague, P.N., Hague, N. & Morgan, C.A. 2004. Market Research in Practice: A Guide to the Basics. Kogan Page Limited. Great Britain, pp. 98-110

Harvard Business Review, 2010. The new conversations: Talking Social Media from talk to action. A report by Harvard Business Review Analytic Service, USA

Helen Clark & Karryn Miller. 40 delicious Vietnamese dishes. 2011. CNN Travel.  
URL: <http://travel.cnn.com/explorations/eat/40-delicious-vietnamese-foods-217572>.  
Quoted: 29.12.2012

Ibarra H. & Hunter M., 2007, How Leaders Create and Use Networks, Harvard Business School Publishing Corporation, USA, pp.1

Joppe, M. 2000. The Research Process. URL:  
<http://www.htm.uoguelph.ca/MJResearch/ResearchProcess/home.html>. Quoted:  
2.1.2013

Kotler, P & Armstrong, G. 2012. Principles of Marketing. Pearson Prentice Hall, New Jersey, pp. 398-401

Kozak, M & Rimmington, M. 1998. Benchmarking: destination attractiveness and small hospitality business performance. International Journal of Contemporary Hospitality Management, 10(5), pp. 184-188.

Lincoln, Y. S., & Guba, E. G. (1985). Naturalistic inquiry. Beverly Hills, CA: Sage

Manktelow J. & Carlson A., 2011) URL:  
[http://www.mindtools.com/pages/article/newTMC\\_05.htm](http://www.mindtools.com/pages/article/newTMC_05.htm). Quoted: 8.1.2013

Manning & Reece 2007, Selling today-creating customer value. Pearson Education. United Kingdom, pp. 4, 11-12

Marian Burk Wood (2011). The marketing plan handbook. Pearson Education. USA, pp. 149, 156

Myers M.. 2009. Qualitative Research in Business and Management, SAGE Publications Ltd, London, pp. 124

Osterwalder, A. & Pigneur, Y.. 2009. Business Model Generation, Osterwalder, A. & Pigneur, Y Published, USA, pp.15-40

Patton, M. Q. (2002). Qualitative evaluation and research methods (3rd ed.). Thousand Oaks, CA: Sage Publications, Inc.

Pelsmacker P, Geuens M & Van den Bergh J ( 2010), Marketing communications, a European Perspective, pp. 5, 27

Pham M., 1996, The pleasure of Vietnamese table, Harper Collins Publisher, USA.

Saunders, M.Lewis,P. & Thornhill, A.2007. Research Methods for Business Students.Pearson Education Limited.Edinburgh Gate. Great Britain, pp. 265, 267, 319-344

Statistic Finland (2012), Finnish mass media 2011. URL:

[http://www.stat.fi/tup/julkaisut/tiedostot/julkaisuluettelo/yklt\\_jvie\\_201100\\_2012\\_4884\\_net.pdf](http://www.stat.fi/tup/julkaisut/tiedostot/julkaisuluettelo/yklt_jvie_201100_2012_4884_net.pdf). Quoted: 29.12.2012

Steering group for the preparation of food strategy, 2010, Food for Tomorrow - Proposal for Finland's National Food Strategy, Vammalan kirjapaino.

Turner J.2012. Top social Media Tips and Techniques. URL:

<http://60secondmarketer.com/60SecondArticles/Social%20Media/socialmediatools>. Quoted: 5/1/2012



Veal, A.J. 2011. Research Method for Leisure and Tourism, a practical guide, 4th, Pearson Education Limited, England, pp. 260, 268

Vietnamese culture and cuisine with Viet'S Corner Facebook. URL

<https://www.facebook.com/events/482492281792794/?suggestsessionid=2499989083817161357425295>. Quoted 6.1.2013

Vietnamese culture and cuisine with Viet'S Corner Facebook page. URL

[https://www.facebook.com/vietnamese.culture.and.cuisine?sk=page\\_insights](https://www.facebook.com/vietnamese.culture.and.cuisine?sk=page_insights). Quoted 6.1.2013

Viet'S Corner Facebook competition, 2012. URL:

<https://www.webropolsurveys.com/Answer/SurveyParticipation.aspx?SDID=Fin598489&SID=06ab1188-0f28-4507-b49f-ad798254c035&dy=586919447>. Quoted: 6.1.2013

Viet'S Corner youtube channel, 2012. URL

<http://www.youtube.com/watch?v=gUMhqIcLh3c&feature=youtu.be>. Quoted: 6.1.2013

Viet'S Corner website. URL <http://www.vietscorner.com>. Quoted 6.1.2013

Ville Aho (2009). Marketing plan for Kivikeisarit Oy. Statistic Finland (2012), Finnish mass media 2011, pp. 28-29, 31, 35

Wood M., 2011, The marketing plan handbook. Pearson Education. USA, pp. 6

# Appendices

## Appendix 1. Questionnaire

Dear respondents,

We are students from HAAGA-HELIA UAS and at the moment, we are doing thesis for our own catering company Viet'S Corner. The thesis topic is "Effective strategic marketing plan for Viet'S Corner Ltd Oy".

Your responses would help us to understand your needs and expectations by taking an insight into your attitude towards catering service, Vietnamese cuisine and culture. Furthermore, we are going to open a community connecting people who have the same interest in Vietnamese cuisine and culture. If you feel interested, you are welcome to join the community.

We really appreciate your time and contribution to our thesis. Thank you and we are looking forward to seeing you in the community.

Yours sincerely,

Viet'S Corner

### A. PERSONAL BACKGROUND

1. How old are you?

- 22 and under 22
- 23 – 34
- 35 – 44
- 45 – 54
- 55 – 64
- 65 and over 65

2. What is your gender?

- Male
- Female

3. What is your occupation?

.....

4. What is your monthly net income after tax?

- Under 1,800 euros
- 1,800 – 2,800 euros
- 2,801 – 3,800 euros
- 3,801 – 4,800 euros
- 4,801 – 5,800 euros
- Over 5,800 euros

5. What is your highest level of education?
- College
  - High school
  - Bachelor degree
  - Master degree
  - Doctorate degree
  - Other
6. What is your marital status?
- Single
  - Married
  - Other
7. Where do you live?
- Helsinki
  - Vantaa
  - Espoo
  - Porvoo
  - Other
8. Please tick at least 3 adjectives that describe you best
- Conservative
  - Liberal
  - Environment-friendly
  - Socially conscious
  - Cutting-edge
  - Trend follower
  - Family-oriented
  - Cultural loving
  - Fun loving
  - Healthy conscious
  - Risk-taking
9. What are your hobbies?  
.....

**B. CATERING SERVICE INFORMATION**

10. How often do you use catering service per year?

**None 1 - 3 times 4 - 5 times Over 5 times**

- Family celebration at own premises
- Company/Organisation party
- Company/Organisation conference
- Meeting and Customer event
- Food order and take away (except fast food)
- Food order and delivery (except fast food)

11. Which factors do you consider when choosing catering company? (1: least considered; 4:most considered)

**1 2 3 4**

- Price
- Size and experience of the company
- Company reputation
- Quality of food
- Recommendation from acquaintances
- Menu
- Attractiveness (display, menu)
- Payment method
- Discount/Promotion
- Variety of selections
- Quality of services
- Distinction (product, service)
- Convenience of service
- Customer-friendly
- Chef reputation
- Other, please specify .....
- .....

12. Which characteristics of food would you prefer when choosing catering service? (1:least preferred; 4:most preferred)

**1 2 3 4**

- Fresh and healthy ingredient (vegetable oil, limit fried food)
- Convenience food (ready-to-eat food)
- Simple to cook
- Complicated to cook
- Authentic food
- Adopted to Finnish taste

13. How would you prefer each of following catering services? (1: least preferred; 4:most preferred)

1 2 3 4

Full package (decoration, food preparation, serving and clean-up)

Package (food preparation, serving and clean-up)

Cook at catering company’s kitchen and deliver to your place

Cook at catering company’s kitchen and you come to pick up

Guide how to cook food, serve and clean up

14. If you have used catering previously, what did you like and dislike about the catering services?

.....  
.....  
.....  
.....

15. When thinking of Vietnamese cuisine, what do you have in your mind?

- Vietnamese Pho Noodles
- Vietnamese tea
- Vietnamese coffee
- Spring roll
- Fried Spring roll
- “Banh xeo” pancake
- Steam Rice pancake
- “Banh khot” pancake
- Other, please describe

.....  
.....

16. Have you ever tried Vietnamese food?

- Yes. Please give your opinion .....
- No

17. Are you interested in Vietnamese culture and cuisine?

- Yes. Why? .....
- No. Why not? .....

18. If there is a community where people can

- Have fun
- Meet people with same passion, interests in Vietnamese culture and cuisine
- Learn how to cook Vietnamese food
- Support and discuss together
- Show your knowledge in Vietnamese culture and cuisine

Would you like to join it?

- Yes. Why? .....
- No. Why not? .....

If you are interested in joining the community, could you please provide your email address so we can provide you the latest information? Your contact information will be kept confidential.











First name: .....

Last name: .....

Email: .....

**THANK YOU FOR YOUR TIME**

## Appendix 2. Business Model Canvas of Viet'S Corner

 <p><b>Customer Segments</b></p> <p>Private customers:          + Interested in Asian food &amp; cultures          + Like to try new things, new concepts          + Like to have something unique on special occasions          + Busy and do not have time for cooking          Event companies:          + Want to have catering services with economical price &amp; be willing to try services from Start-Up companies          + Have limitation in budget          Companies who lease premises for parties, conferences</p>	 <p><b>Customer Relationship</b></p> <p>+ Culture interest          + Corporation with companies/ organisations          + Convenient &amp; affordable services          + Reliable &amp; keep promise</p>	 <p><b>Value Propositions</b></p> <p>+ A lot of vegetable          + Fresh ingredient          + Low cholesterol, using vegetable oil          + Limiting fried food          + Authenticity          + Flexible          + Adjustable          + Simple to make &amp; serve food          + Affordable, economical price</p>	 <p><b>Key Activities</b></p> <p>+ Cooking &amp; serving food          + Delivering food          + Maintaining customer relationship          + R&amp;D          + Marketing plan          + Accounting activities</p>	 <p><b>Key Partners</b></p> <p>+ Ingredient suppliers          + Strategic Alliances: Event companies, Organisations, Associations (Sport, Culture, Volunteer)          + Competitors: Restaurants, Catering companies          + Customers</p>	 <p><b>Channels</b></p> <p>+ Leaflet          + Social Media (Facebook, LinkedIn, YouTube)          + Company website          + Word of mouth          + Networking &amp; Events          + Email, Phone call (Direct marketing)          + Sample test          + Feedback form          + Order online, phone and direct appointment          + Sell food          + Home cooking event</p>	 <p><b>Key Resources</b></p> <p>+ Ingredient supply          + Professional kitchen          + Facilities          + Marketing materials          + Website          + Partnership &amp; Corporation          + Cuisine &amp; Culture knowledge          + Employees</p>	 <p><b>Revenue Streams</b></p> <p>+ Service fee          + Food payment (Asset sale)          + Fixed pricing</p>		
 <p><b>Cost Structures</b></p> <p>+ Transport          + Furniture &amp; Equipment          + Renting kitchen, premises          + Staff training</p>					 <p><b>Revenue Streams</b></p> <p>+ Inventory cost          + Tax          + R&amp;D          + Advertising, website, customer relationship</p>				

**RAVINTOLA PÄIVÄÄ**

**Viet's Corner**



**TARJOUS**



**Hinta: €1.5**

**OLETKO KOSKAAN SYÖNYT VIETNAMILAISTA RUOKAA?**  
*Jos ei, kokeile sitä*

**KYLMÄOJANTIE 4B  
12, 01390 VANTAA  
17/11/2012 16:00-21:00  
Lähtölaskenta: 7 PÄIVÄÄ**

Lisätietoja osoitteessa: <http://www.vietscomer.com/>

---

**RAVINTOLA PÄIVÄÄ**

**Viet's Corner**



**TARJOUS**



**Price: €1.5**

**HAVE YOU EVER TRIED VIETNAMESE FOOD?**  
*If not, try it at*

**KYLMÄOJANTIE 4B  
12, 01390 VANTAA  
17/11/2012 16:00-21:00  
COUNT DOWN: 7 DAYS**

More information, please visit: <http://www.vietscorner.com/>



# Vietnamese Culture and Cuisine

## Competition on Facebook

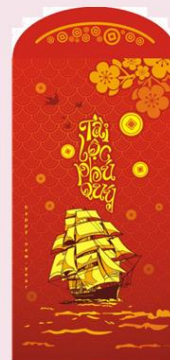
**H**  
**A**  
**P**  
**P**  
**N**  
**E**  
**W**  
**Y**  
**E**  
**A**  
**R**  
  
**2013**



Are you expertise in Vietnamese culture and cuisine???

No, I'm not

Do you want to know more about Vietnamese culture and cuisine? And get some prizes also?



Yeah, it sounds interesting. Why not?



Then, just **LIKE** and join the competition for lots of fantastic prizes?

For more information about the prize, competition instruction and requirements, please go to:

[www.vietscorner.com](http://www.vietscorner.com) or

<https://www.facebook.com/vietnamese.culture.and.cuisine>

## Appendix 5. List of interviewees for qualitative research

Interview number	How often	Service features	Service types	Recommendation
1	Vietnamese food images: healthy, a lot of vegetables, easy to make, tasty	1) Keep promise: offered dishes, prices. 2) Quality of food is important 2) Price is not important but it needs to be prepared in a package in advance	Food package (pre-cook food)	1) Take advantage of Social Media 2) Consider the customers' home space. Sometimes it is small so it is not suitable to have party at home. 3) Share your ideas with everyone you meet. 4) You offer healthy food → consider sport society. 5) Adopt to Finnish taste
2	1) He has not used catering service at home yet. 2) He ordered pizza and then delivered to his home 3) Ordered	1) Take care of any customers' details: allergy and informing ingredients of each dish 2) Price is not so important but it must be	1) He prefers that catering companies prepare food at their premises and then deliver to Ivan's home. 2) He does	1) Home is private place and people usually do not feel comfortable when strange people come to their home. 2) Offering cooking Vietnamese

	<p>food at restaurant and take-away</p> <p>4) At meeting, he is not a good eater, eating and drink were not cared much.</p> <p>5) He eats Asian food once a month.</p> <p>6) Sometimes, his decision is influenced by his friends who want to eat Asian food.</p>	<p>right price. He knows why he pays for it: quality of food and service.</p> <p>3) The easiest way of doing business: such as payment method. Customers can reserve meals by online, phone or appointments.</p>	<p>not like catering service that they cook at his home because he has to stays at home and instruct them.</p>	<p>food course at school.</p> <p>3) Building a community where people having same interests in Vietnamese culture and food discuss and shares experiences → know who you are. That is a long-run process but it is appropriate solution for VSC's issue at the moment.</p>
3	<p>2-3 occasions per year: birthday parties</p>	<p>1) Reference is important. For example, he ordered food from several catering companies because they had offered food package to HH</p>	<p>1) Ordered food from restaurant, pick up and bring food to own premises.</p>	<p>1) When considering African people as target customers, you have to cook food with heavy taste. Adopting to African taste.</p>

		<p>Porvoo Campus. He knew who they are, what products they offer and how professional they are.</p> <p>2) Price is important, around 8-10 euros/person.</p> <p>3) Quality of food is important</p> <p>4) Healthy issue and diet also are taken into consideration</p>		
4	<p>1) Home parties ex birthday parties</p> <p>2) Use catering service at home frequently</p> <p>3) In several occasions, catering companies prepared food at her home and</p>	<p>1) Customer-oriented, caring about customers. When she emails, she looks forward to their reply and an appointment to discuss more.</p> <p>2) Price is not so important but it must be</p>	<p>Full package (bring food, warm, serve and clean-up)</p>	<p>1) Contact MARTAT women organisation which also offer cooking courses so you can guide people how to cook Vietnamese food</p> <p>2) Caring and understanding what customers expect and need</p> <p>3) Quality of food</p>

	<p>then designed the events.</p> <p>3) Use small catering companies (3-5 employees) in regional area</p> <p>4) She tried Vietnamese food in Stockholm: tasty, spicy (she likes spicy), more vegetables and rice.</p>	<p>right price.</p> <p>3) Traditional Finnish theme; however, she may consider about Vietnamese theme in several occasions.</p> <p>4) How customers easily find your place (website, detailed menu)</p> <p>5) Quality of food is important</p>		<p>is important</p> <p>4) Not only sell food but also introduce Vietnamese culture.</p>
5	<p>No, he has not used yet. He plans to use catering service for welcome new house party.</p>	<p>1) "Customer-oriented" Good food can be found easily with good chefs.</p> <p>2) Add intangible things to tangible things.</p> <p>3) Price is not so important but it must be right price.</p>	Full package	<p>1) Besides good food, VSC can add intangible things to our services: caring, understanding what customers want and expect</p> <p>2) Take advantage of Social Media</p> <p>3) Marketing yourself by customers</p> <p>+ Quote few</p>

		4) Quality of food is important		words from customers experience your good service and product + Upload several pictures, video clips showing customers enjoy your products, services 3) Word of mouth is slow but very efficient 4) “Out of box” and evaluate what we did and how we need to improve
6	Order food and then they were delivered to her home	1) Lunch price is around 7-9 euros 2) Prefer authentic food. It is so strange when foreigners cook Finnish food. 3) Quality of food and hygiene issues are so important. 4) The easiest way of doing	Order food and deliver to her home	1) Focus on Vietnamese cuisine values 2) Upload nice pictures with ingredients, prices

		business. She can see dishes in details, such as prices, ingredients, nice pictures on website.		
7	Prepared by herself	Professionalism	Full package	1) Stick with value about Vietnamese cuisine


## Appendix 6: Facebook competition's quiz


**" VIETNAMESE CULTURE & CUISINE " COMPETITION**


1. *When do Vietnamese celebrate their traditional New Year "Tết" ? \**


- The first day of year (Western calendar)
- The first day of year (Lunar calendar)
- Other

2. *What are plants that cannot be missing in Tết holidays? ( You can tick at least 2 options ) \**

 **Rose**

 **Peach flower**

 **Apricot flower**

 **Sunflower**

3. *In Vietnamese traditional lunar new year, what do adults usually give to children? \**



- Flower
- Candy
- Lucky money
- Toy

4. It is a traditional Vietnamese rice cake in Tết holidays. Its ingredients include glutinous rice, mung bean, pork and other ingredients. What is it among the pictures below? \*



**Bánh xèo**



**Bánh cuốn**



**Bánh khọt**



**Bánh chưng**

5. In the competition Master Chef 2012 in USA, who was the winner and which portion did help her/ him win the first prize? \*

6. We will contact you to announce the competition result by your information below \*

First name

Last name

Email

THANK YOU FOR YOUR TIME & HAPPY NEW YEAR 2013 !

Submit



## Appendix 7: Type of the question and type of information in the questionnaire

	Question	Type of information	Type of question
1	How old are you?	Classification question	Single response closed question
2	What is your gender?		
3	What is your occupation?		
4	What is your monthly net income after tax?		
5	What is your highest level of education?		
6	What is your marital status?		
7	Where do you live?		
8	Which adjectives of the list describe you best?	Attitudinal question	Multi-response closed question
9	What are your hobbies?	Classification question	Open question
10	How often do you use catering service per year?	Behavioural question	Numerical rating scales questions
11	Which factors do you consider when choosing catering company?	Attitudinal question	Numerical rating scales questions
12	Which characteristics of food would you prefer when choosing catering service?		
13	How would you prefer each of following catering services?		
14	If you have used catering previously, what did you like and dislike about the catering services?		
15	When thinking of Vietnamese cuisine, what do you have in your mind?	Behavioural question	Multi-response closed question
16	Have you ever tried Vietnamese		Dichotomous ques-

	food?		tion
17	Are you interested in Vietnamese culture and cuisine?		
18	If there is a community for people who are interested in Vietnamese cuisine and culture, would you like to join?		

## Appendix 8: Frequency tables of data in quantitative research

### Respondents' awareness towards Vietnamese food

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Vietnamese food recognized	86	86,0%	14	14,0%	100	100,0%

### Respondents' experience with Vietnamese food (N=92)

	Frequency	Percent	Cumulative Percent
Yes	67	72,8	72,8
No	25	27,2	100,0
Total	92	100,0	

### Respondents' interest in Vietnamese culture and cuisine (N=93)

	Frequency	Percent	Cumulative Percent
Yes	81	87,1	87,1
No	12	12,9	100,0
Total	93	100,0	

### Vietnamese food recognized by respondents (N=86)

Vietnamese food recognized	Responses		Percent of Cases
	N	Percent	
Vietnamese Pho noodles	66	21,2%	76,7%
Vietnamese tea	49	15,8%	57,0%
Vietnamese coffee	20	6,4%	23,3%
Spring roll	62	19,9%	72,1%
Fried springroll	52	16,7%	60,5%
"Banhxéo" pancake	17	5,5%	19,8%

Steam rice pancake	21	6,8%	24,4%
"Banhkhot" pancake	15	4,8%	17,4%
Other	9	2,9%	10,5%
Total	311	100,0%	361,6%

**Respondents' willingness to join in Vietnamese cuisine and culture community (N=89)**

	Frequency	Percent	Cumulative Percent
Yes	45	50,6	50,6
No	44	49,4	100,0
Total	89	100,0	

**Respondents' income and their interest in Vietnamese culture and cuisine (N=93)**

Income	Are you interested in Vietnamese culture and cuisine?				Total	
	Yes	Percentage	No	Percentage		
Under 1,800 euros	37	45,7%	9	75%	46	49,5%
1,800 - 2,800 euros	14	17,3%	1	8,3%	15	16,1%
2,801 - 3,800 euros	15	18,5%	0	0%	15	16,1%
Over 3,800	15	18,5%	2	16,7%	17	18,3%
Total	81	100%	12	100%	93	100%

**The relationship between the respondents' gender and their interest in Vietnamese culture and cuisine (N=93)**

What is your gender?	Are you interested in Vietnamese culture and cuisine?				Total
	Yes	Percentage	No	Percentage	
Male	35	43,2%	7	58,3%	42
Female	46	56,7%	5	41,7%	51
Total	81	100%	12	100%	93

**The relationship between respondents' gender and their willingness to join in Vietnamese culture and cuisine community (N=89)**

What is your gender?	If there is a community, would you like to join?				Total
	Yes	Percentage	No	Percentage	
Male	21	46,7%	20	45,5%	41
Female	24	53,3%	24	54,5%	48
Total	45	100%	44	100%	89

**The relationship between respondents' location and their willingness to join in Vietnamese culture and cuisine community (N=87)**

Where do you live?	If there is a community, would you like to join?				Total
	Yes	Percentage	No	Percentage	
Helsinki	11	25%	16	37,2%	27
Vantaa	14	31,8%	14	32,6%	28
Espoo	12	27,3%	11	25,6%	23
Porvoo	7	15,9%	0	0%	7
Other	0	0%	2	4,6%	2
Total	44	100%	43	100%	87

**Figure: Respondents' marital status and their willingness to join Viet'S Corner's community (N=88)**

What is your marital status?	If there is a community, would you like to join?				Total
	Yes	Percentage	No	Percentage	
Single	15	34,1%	18	40,9%	33
Married	22	50%	15	34,1%	37
Other	7	15,9%	11	25%	18
Total	44	100%	44	100%	88

**The reasons respondents are interested in Vietnamese culture and cuisine (N=31)**

<b>Reason</b>	<b>Total</b>
Vietnamese food is tasty and healthy	14
Interest in Vietnamese culture and people	11
Visited Vietnam before	3
Discover new things	3

**The reasons why respondents like to join the community (N=24)**

<b>Reason</b>	<b>Total</b>
Feel interested	11
Love Asian food	2
Love to meet people in the community	11

**The reasons why respondents were not willing to join the community (N=26)**

<b>Reason</b>	<b>Total</b>
Not interested	6
Do not have enough time	20